

**MIAMI UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Board of Trustees Meeting
WebEx, as Authorized per Ohio House Bill 197
Friday, June 19, 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 WebEx with Chair David Budig, presiding. Roll was called with a majority of Trustees present, constituting a quorum. In addition to the Trustees, President Gregory Crawford; Provost Jason Osborne; Senior Vice Presidents David Creamer, and Tom Herbert; Vice Presidents Jayne Brownell, Jim Oris, Ron Scott, David Seidl, and Brent Shock; General Counsel Robin Parker; David Saylor, Director of Athletics; Randi Thomas, Director of Institutional Relations; Michael Crowder incoming interim vice president for research and innovation, and Ted Pickerill, Executive Assistant to the President, and Secretary to the Board of Trustees, were also present, along with many members of the Miami University community who were in attendance to observe, present and/or assist.

Roll call of Trustees:

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

Trustee Rod Robinson arrived following the call of roll, at 8:15 a.m.

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 appointment of a public official, and employment of public employees, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22

Public Business Session

Chair David Budig relayed the following:

Welcome everyone to the first virtual meeting of Miami University's Board of Trustees. The world has changed considerably since our last Board of Trustees meeting four months ago. The novel coronavirus- COVID-19- altered our world, our country and our University in just a matter of weeks. We learned about the importance of public health, wearing face coverings and social distancing. We learned to teach, learn, and work remotely and to "hangout" on Google and meet on WebEx. Our faculty, staff and students did a remarkable job in shifting to this new norm of 100% remote learning literally overnight.

To start today's proceedings, I want to take time to acknowledge and recognize that today is Juneteenth, a day when we celebrate the end of slavery in the United States. Miami University will close at 2:00 p.m. today to honor and commemorate this day. Unfortunately, the recent killings and acts of hate have shown us how very far we have to go to end racism, bigotry and brutal violence against Black Americans. We must begin anew to address these problems in America, and the role that Miami faculty, staff and students must play to create fundamental and lasting change. The road ahead will not be easy. Real change will require effort, dedication and persistence. President Crawford formed the Miami University President's Diversity, Equity, and Inclusion Task Force to examine racism and racial inequities in the Miami community, and leading those efforts are task force co-chairs, Dr. Vicka Bell-Robinson of Student Life, and Dr. Anthony James from the department of Family Science and Social Work. Thank you both for leading this very important effort. Change will require many different resources and today I would like to announce a \$250,000.00 pledge from an alumnus to support the University's efforts in this charge. We are all committed to positive change and the Board of Trustees will work alongside President Crawford, his administration and the newly created task force to ensure action plans are put in place at Miami.

I would like to welcome some new faces to this meeting. In late February, Governor DeWine appointed our newest State Trustee, Deborah Feldman and our newest Student Trustee, Amitoj Kaur. Additionally, the Board of Trustees moved to have Biff Bowman added as a National Trustee. Deborah is a 1980 Miami graduate and the President and CEO of Dayton Children's Hospital. She will be an invaluable resource as we delve deeper into our Health Sciences initiatives. Amitoj is our newest student trustee and lives in the West Chester area. She is an incoming sophomore majoring in political science and emerging technologies in business and design. Biff Bowman is a 1985 Miami graduate and comes to the Board after serving on Miami's Foundation Board. Biff recently retired from the Northern Trust Corporation where he had a tremendously successful career culminating in the position of Executive Vice President and Chief Financial Officer. Welcome to all three of you and we look forward to working with you in the years ahead.

I would also like to re-welcome one of our other National Trustees, Jeff Pegues, to this meeting. While we welcomed him at our February meeting, Jeff was unable to attend due to a work conflict and he is joining us today for his first meeting. As we mentioned in February, Jeff was our commencement speaker in 2019 and is a CBS news correspondent so he has been extremely busy during the past several months. We are glad you are here with us today Jeff.

I would also like to welcome several others to Miami University. We have three new Deans – the first is Dr. Jenny Darroch who is replacing Marc Rubin as the Dean and Mitchell P. Rales Chair in Business Leadership at the Farmer School of Business. The second is Dr. Beena Sukumaran who is replacing Marek Dollár as the Dean of the College of Engineering and Computing and the third is Dr. Michael Crowder who is the Associate Provost and Dean of the Graduate School as well as the interim Vice President for Research and Innovation. Dr. Crowder will be replacing Dr. Jim Oris who will be retiring at the end of this month. We welcome all of you and look forward to the innovative successes you will have as our newest Deans at Miami University.

On the top of many minds is Miami's return to campus in August. We will soon hear from Dr. Dana Cox and Dr. Gwen Fear (the co-chairs of the Safe Return to Campus Planning and Coordinating Committee) who are leading the planning and coordination of our return in the Fall. Along with this return, we fully anticipate having our September Board of Trustees meeting in-person on the Oxford campus.

As COVID-19 altered our world, there were many instances of Miamians stepping up to help and assist others during the pandemic. Here are but a few:

- Jenny Bailer is leading the local response to the coronavirus as Butler County Health Commissioner.
- Professor Kendall Leser, Director of Miami's Public Health Program, logged 100 volunteer hours supporting Butler County's COVID response.
- Miamians created a coronavirus learning companion, made and distributed face shields, collected and donated protective gear, are working in food banks, and are engaged in research efforts to reduce indirect contact transmission of the coronavirus.

This is what Love and Honor is all about. Helping and looking out for our fellow Miamians and fellow citizens.

We held our first ever virtual immersive commencement to recognize and celebrate 4,356 graduates of the class of 2020. Congratulations to all the graduates and we look forward to your return on September 12-13 for an in-person celebration.

Career services, counseling, advising, and other student support services shifted to remote, and of course, all instruction was remotely delivered. For all of this we thank our students, faculty and staff for their incredible adaptability.

Miami students continued to excel throughout this period. Two students received Beckman scholarships, ten students - a new record - received Fulbright grant offers, and two were named Goldwater Scholars. Well done and congratulations to all of you.

In February, we spoke of Miami's plan to meet the needs of tomorrow's students and of society well into the future. At that time Miami had already taken action to reallocate resources for the future. These changes are what allowed Miami to weather the tens of millions of dollars in coronavirus related expenses and complete the fiscal year without drastic cost-cutting measures. Looking forward, we now face many new and significant challenges not envisioned just a few short months ago; however, our commitment to prepare and adapt to meet the needs of

the future remains steadfast, and President Crawford will tell us more about how we will address these challenges while achieving our goals.

As I read the many stories of Miamians' success, of their helping others, and of their advocacy and efforts towards true and lasting societal change, I am confident that we will overcome our challenges, bring about social change and create a better future for Miami.

Thank you that concludes my remarks.

Love and Honor

Approval of Prior Meeting Minutes

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

One-Time Extension of the National Trustee Term

It was discussed how the coronavirus has caused change in the opportunities and the manner in which the Board meets. To better ensure functional continuity by the Board, it was proposed the Board consider a one-time extension of the terms of the three National Trustees whose terms expire on June 30, 2020 extending them to December 31, 2020, to avoid disruption while continuing to address the impact of the coronavirus.

Trustee Haines then moved, Trustee Collins seconded a one-time extension of the limit on total service by National Trustees by six months from June 31, 2020 to December 31, 2020 for National Trustees Perlmutter, Armstrong and Coletti. By voice vote, the motion was unanimously approved, with all voting in favor and none opposed.

Consent Calendar

Resolutions on the Consent Calendar, included:

- Designation of Emerita/Emeritus
- Campus Naming
- Bachelor in Digital Commerce
- Bachelor in Robotics Engineering
- Bachelor in Sales Management
- Master in Entrepreneurship
- Deans' Tenure
- Resolution of Appreciation, Dean Rubin
- Resolution of Appreciation, Dean Dollar
- Resolution of Appreciation, Vice President Oris
- Resolution of Appreciation, National Trustee Armstrong
- Resolution of Appreciation, National Trustee Perlmutter
- Resolution of Appreciation, National Trustee Coletti

Having extended the terms of National Trustees Perlmutter, Armstrong and Coletti, Trustee Haines requested the Resolutions of Appreciation for Trustees Perlmutter, Armstrong and Coletti be removed from the Consent Calendar.

The Resolutions of Appreciation for Trustees Perlmutter, Armstrong and Coletti were removed and the remaining items on the consent calendar were considered.

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

The following resolutions remaining on the Consent Calendar were approved:

- Designation of Emerita/Emeritus
- Campus Naming
- Bachelor in Digital Commerce
- Bachelor in Robotics Engineering
- Bachelor in Sales Management
- Master in Entrepreneurship
- Deans' Tenure
- Resolution of Appreciation, Dean Rubin
- Resolution of Appreciation, Dean Dollár
- Resolution of Appreciation, Vice President Oris

All approved resolutions from the Consent Calendar are included as Attachment A.

Reports, Ordinances and Resolutions

Chair of University Senate Executive Committee, Dana Cox, relayed the following information:

I'm Dana Cox and I am proud to represent the University Senate. This will be my last report as the Chair of Executive Committee and I'd like to take a moment to introduce the incoming Chair, James Bielo along with our newly elected and appointed members of Executive Committee, Elizabeth Wardle, Jen Green, Anil Upret and Jannie Kamara who have already begun to work on establishing priorities and plans for the 20-21 academic year.

It has been an honor to serve in this role with such a Senate during such a time. We are truly lucky to have a body as engaged, thoughtful, and representative of the Miami community to provide leadership and voice as we have faced a number of important challenges.

As you know from our lengthy written report, our University Senators preceded the pivot to remote delivery with two resolutions that exemplify both the work ethic and compassion of Miami's amazing faculty. They worked tirelessly to make the quick pivot and maintain our institution's commitment to rigorous instruction and strong relationships. Our staff provided instrumental support to both faculty and students as we navigated the shift to online education. As faculty and students adapted to new instructional methods, staff provided needed technical assistance, maintained our health and safety, and invented ways to maintain the carefully

scaffolded social fabric and support that make the Miami Experience so special.

Senators have continued to provide an important voice through the spring. Moving into an online setting required us to set new norms and learn to engage in discussion in new, yet still productive, ways.

Senators have agreed to meet over the summer, which is unique among Ohio public institutions. In addition, many of them are serving on a number of return to campus committees across campus. I cannot stress enough how dedicated and engaged these senators are and the positive impact they want to have on this institution and community.

There was no shortage of important policies and decisions for Senate to take up this year and I cannot hope to address them all here. We began in our response to the comprehensive Strategic Plan and recommended changes in faculty composition that honor the diversity among our faculty and create a more equitable working environment for all. We reckoned with the ways in which titles such as “Tenure Track” “TCPL” and “Visiting” are used in ways that indicate status or position. This work will remain on our priority list.

In our most recent session, we made a strong statement recognizing the racism on our campus and our commitment to doing anti-racist work at Miami University. We recognize that the code of Love and Honor is not universally applied here on campus and that we, the members of Senate, are committed to taking specific and measurable actions toward dismantling the systems of oppression that are operating here.

And so, I leave the hard work of this committed group in your hands and these priorities in the hands of James Bielo, and the rest of the Executive Committee.

The Senate report is included as Attachment B.

Report of the Student Body President

Student Body President, Jannie Kamara, relayed the following information:

Thank you so much for inviting me here today to talk about my goals for the year. I am very excited to be back this fall. Our semester ended in the most unexpected way so I know that students will be back with more energy, passion and drive than ever.

My Vice President, Jessica von Zastrow and I ran on three main areas: Civic Engagement, Diversity and Inclusion, and Student Wellness all of which are centered around creating community and promoting unity through student advocacy. Some initiatives that we are working on are, increased accessibility to the polls through early voting and transportation, working with greek life leaders to create cultural competence educational programs for their members, and working with Dr. Large and Student Wellness to create persona profiles for staff members.

But little did we know that this summer would be a catalyst for social change not only in the world but at Miami. So my cabinet and I’s goal for this year is for student voices to be heard and that they are at the center of every conversation about structural and cultural change. I

wholeheartedly believe that students are the most powerful entities on this campus. And we as students are deeply disappointed in our home that we love so dearly and in the phrase “Love and Honor”. We feel neglected and feel as if efforts that are currently being made are ingenuine because Diversity and Inclusion are words buzzing like bees around this campus.

I and so many other students came to Miami to learn and understand what critical thinking is and now it is time for us to be critical of our home in order to create a more genuine and inclusive space so that our diversity blossoms just as the campus would on a beautiful spring day in April.

I've always believed in the idea that if you love something then you'll fight to make sure it is at its best. As Student Body President, my cabinet and I are ready, willing and open to having conversations with each and every one of you about student advocacy and are excited to establish an even stronger relationship with our student trustee's. I hope my report and sentiments are heard and that we on all levels at Miami can make sure that past, present and future students are seen, heard, and valued.

Thank you so much for having me here today.

Report of the Safe Return to Campus Planning and Coordination Committee

Committee co-chairs Dr. Dana Cox, and Dr. Gwen Fears, relayed the following:

Thank you for inviting us to address you today. I am Dana (and I am Gwen) and we are speaking on behalf of the Safe Return to Campus Planning and Coordinating Committee.

We are a large broadly representative committee with local experience and expertise in communication, teaching, science and public health. We are working alongside and with the support of the Oxford Community, Butler County Health District, and Tri-Health organization. We openly engage in dialogue, digging deep into this incredibly complex and evolving situation.

Committee members bring their lived experiences, passions, and questions along with those they carry for others to whom they listen. They thoughtfully examine and explore the realities in which we are existing. We meet in a virtual world that has become integral to the work of higher education. And, we welcome you all into that world today. Here we ironically rely on digital tools and processes that we are seeking to transcend in August.

Specifically, our work has been to coordinate across all of Miami's planning committees, listen to members of our community, research what is going on elsewhere in higher education and public health, collect, review and keep the community informed of evolving plans, and document Miami's response to COVID-19 in order to understand and amplify what is working and change direction on what is not.

We are deliberative. We have created a social environment and processes that allow for many voices to be heard, but also help us stay nimble within a context that is ever-changing. Each meeting, we hear updates from health experts and do a brief scan of the State of the Situation - referencing current literature, scientific findings, monitoring national and global decisions and direction regarding COVID-19. This attention to the surrounding landscape

broadens our perspective and understanding as we consider implications of decisions for our community. Additionally, several of our faculty members have engaged in gathering and interpreting scientific data that when applied locally and specifically to Miami have provided insightful understanding.

We are responsive and provide timely and effective feedback to leadership groups about the decisions they are making as well as the impact of those decisions on everyone within the Miami Community. Our committee is advisory, meaning that we do not make decisions. However, we have had an impact. We have examined several decisions or policies that are under development and offered new perspectives and feedback that have advanced the conversation. The structure of this committee has allowed for feedback to be gathered in a timely and efficient manner that has not delayed the decisions being made and has served to be more inclusive of thought.

One of our charges is to listen and we've received volumes of feedback that we have organized and amplified. We actively assess the pulse of our community by examining the emerging themes and common questions or concerns that are submitted through our website and the personal communications we receive. This evaluation has elevated our understanding of urgent information people are seeking, helping us to be proactive in our communication.

An initiative currently underway being influenced by the feedback coming in is the development of a robust and comprehensive website that will be a repository of information regarding COVID-19 and our return to campus. This website will be designed to assist all members of our community and provide information and resources.

Though we are different--we are parents, students, faculty, staff, administrators and community friends, we are unified in our concerns about personal health and safety and questions about what changes can be expected. To that end, we are working hard to help coordinate and communicate a comprehensive plan for our return to life with one another. This plan will require us ALL to envision a fall semester like no other and will require each of us to modify our expectations as well as our behavior.

Central to Miami's mission is a high-quality residential experience where strong relationships are formed that change our perceptions of the world and our role in making it a better place for all. Our faculty and students proved this Spring that it was possible to maintain strong and meaningful interaction and rigorous learning via remote delivery while our staff found innovative and creative ways to continue engaging with and supporting students in a virtual environment. However, community is more valuable now than it has ever been, and the need to hear our own voices in concert with others should motivate us all to commit to the necessary changes that make coming back to campus possible.

The dedication and commitment of this committee exemplify the spirit in which Miamians seek to meet challenges and offer solutions. We are an example of the work that is occurring throughout this community and it is an honor to serve our University community in this critical work.

When we return, we will do so having renewed our commitment to the wellbeing of others. We acknowledge that we cannot return with the expectation that it is a return to normal; it

is not. More than ever, we need a community of care where we ask ourselves what we each can contribute to the health, safety, and wellbeing of everyone else. Our commitment to others does not stop or start at the corner of Campus and High Street. We must understand that the choices we all make have ripple effects and that it will take an enormous amount of trust.

Thank you for your time and the opportunity to serve Miami in this way.

President's Report

President Crawford outlined his presentation, then relayed the following:

Once again, we're finding ourselves outraged with the systemic racism and brutality inflicted upon the Black community. This has to end, it must end. We are standing in solidarity with so many, with our partners in our nation and the world, denouncing these unjust and brutal acts and killings and calling for an end to these injustices and systemic racism in our communities and nation. We have partnered with many of our partners in denouncing these acts and putting actions in place, including the Mid-American Conference, the National Collegiate Hockey Conference, the fourteen public universities in Ohio through the Inter-University Council, the City of Oxford, and the local chapter of the NAACP.

Today Miami University will close at 2:00 p.m. to commemorate Juneteenth. As we reflect, our students, faculty, staff, alumni, and community members, we must all come together right now to act with courage and determination to make Miami everything it can be, a place where every person can learn, grow, thrive and be successful. I know we have much to do, much work to get done to achieve those values we so proclaim.

Our good intentions and our kind words are not enough, we know we must take action to advance and accelerate to make improvements, to make our university more welcoming, to make our university more inviting, and more diverse. We must uphold our mission in every way to teach and serve, and to send members of this community into a global, ever increasingly diverse society with dedication and passion to serve humanity and to lead with service and inclusivity. we must act now for this transformative change.

I have charged the Diversity, Equity and Inclusion Task Force, and we are so fortunate to recruit two fantastic co-chairs, Dr. Vicka Bell-Robinson, the director of Residential Life, in the Division of Student Life, and Dr. Anthony James a professor in the College of Education Health and Society, in the Department of Family Science and Social Work. We are fortunate to have two very incredible people to head this Task Force. We are filling it out with many people from around campus, it will be highly representative, university-wide, with students, faculty and staff, alumni, and external community partners. The Task Force is charged to develop action items, to be transformative and provide something we can sustain in the long run to enhance our diversity, equity and inclusion.

There are five pillars of the charge, the first one is Dialogue and Allyship, the second is Cultural Competency, the third is Advocacy and Partnerships, the fourth is Structural and Resource Support, and the fifth is Inclusion and Accountability. And now I would like to ask my two colleagues Dr. Scott and Dr. Brownell to also say a few words and share some thoughts on diversity and inclusion, and the DEI Task Force.

Vice President Scott relayed the following:

I hope that it is not overlooked on this historic day, of new awareness and potential transformation that this proposal is being advanced. While I know there is criticism of the notion of words, but words lead to great deeds and they form the basis of great actions. Miami's commitment to diversity and inclusive excellence is not only reflected in our values, mission, and organizational structure, it is part of our formal and informal curriculum. Recent national events have helped us to refocus on social justice, equality, and equity on campus and the nation.

The Diversity, Equity, and Inclusion Task force is both continuing our work and driving in new directions for even more transformative change. It will leverage previous work and the labors of many students, faculty and staff that have been engaged at Miami over the years. In our diversity and inclusion statement we point out what actions we would commit to in order to move the campus forward. We committed to taking proactive steps to eliminate acts of harassment, hate, violence and I would add now ignorance, that negatively impact the dignity, safety, and value of members of this community. What we have said is that we oppose activities that threaten our educational mission and the rights, dignity, and humanity of students, faculty, and staff and prevents us from being and achieving diversity and inclusion.

What is new in the specific charge of the Task Force is developing and implementing specific action steps that will move the needle and effectively change interactions across campus and ensure that we become not simply just more diverse but to also become more inclusive. The goal is to operationalize our mission, values, and our love and honor code.

And I would add that when the university recognizes a day like Juneteenth, which is important, and you have alumni who are willing to step up and contribute funds to support the efforts to achieve diversity and inclusion, you have a sense of the direction and the commitment that exists at the university.

Vice President Brownell then relayed the following:

The past few weeks have been significant ones in our world. I recently started a letter to students saying that there are pivotal times in the history of our country which have shifted our outlook on the future, and I believe we are living through one of those now. Racism, intolerance, bigotry, and violence against the Black community have been so frequent as to become almost commonplace in our world; but I have hope that recent events and this time appear to be different. Different conversations are happening around the country, and a broader range of people are involved in them. Here, on Juneteenth, that brings me hope because it is through real dialogue, and through active listening, that actual, lasting change becomes possible.

President Crawford, myself, and a number of other people across PEC and Student Life have spent a lot of time these past few weeks listening to our students, especially our Black students, and also other students of color and their white allies. We've read their emails and social media posts, and most powerfully, have sat with them, individually and in small groups, on video calls, and had face to face conversations with them. It's impossible not to be moved by what they've told us. No matter how much we may believe in and are committed to diversity and inclusion in our own hearts, and no matter the many changes we've implemented and the good

intentions behind our efforts in the past, we have not yet been successful in fundamentally changing Miami's, or our country's culture. They are telling us we've let them down. They are telling us that they need to know that we care, not just when something big happens on campus or in the world, but every day between those events. They see a flurry of activity in times like these, but want to know they're important enough to us to keep that commitment and action when the protests end and other issues arise. They remind us that actions speak louder than words.

We have all seen committees, task forces, and ad hoc groups before, but I am hopeful that we can do something different now. A broader range of people are understanding that when we are asking them to use their privilege, to be allies, to raise their voices, to stand with and fight alongside their Black classmates, friends, family members, and community, what we are really asking is for them to care enough to listen and to speak up about what they are hearing. One emphasis for this task force is on dialogue. Dialogue is two-way, active engagement, and making a commitment to really listen to each other. It does not demand agreement. There are policy debates that are worth having, and disagreements on how best to bring about change. And we will not only teach the skills to have those honest, sometimes difficult conversations, but also to facilitate them. What we shouldn't debate is whether someone's experiences and feelings are valid. To do that simply, or perhaps not so simply, requires respect and an openness to see the humanity in each other. And I hope that all parts of the Miami experience promote and reinforce those values.

Students will be essential partners moving forward. They will be valuable members of the President's Task Force, as well as important voices in the planning that will take place in every division of the university. I personally am committed to this effort, and to our students. Together, it is time for us to get to work.

President Crawford then spoke about the budget.

He explained how Miami acted in response to COVID-19, shifting quickly to remote instruction. Essential staff continued to work on campus, with the remaining staff shifting to remote operation. Alumni acted to serve and assist others. The Emergency Needs Fund was established to assist students.

He explained how Miami prepared before COVID-19, acting to face the issues challenging higher education, including declining numbers of high school graduates, decreased enrollment by international students, the need for affordability, obsolete business models, the creation of in-demand programs, reduced financial support from the state, and reduced confidence in higher education.

Miami was implementing the strategic plan, Miami RISE, investing through Boldly Creative, creating a plan to transform the university. The agile budget process was implemented and then accelerated into FY21, identifying approximately \$3.3 million in FY20, and \$18.9 million in FY21 for repurposing for investment in the future.

He then contrasted the Pre-COVID-19, COVID-19, and anticipated Post-COVID-19 periods.

He explained that beyond the reduction for FY21 previously made through agile budgeting, an additional nearly \$22 million General Fund reduction would also be required. He discussed the values and principles applied in determining how to apply the reductions. He stated academic and the student experiences would be prioritized, making the reductions across the campuses disproportional.

He explained the strategies to pivot, which included recovering resources, resetting resources, readjusting resources and redirecting resources.

Recover - to quickly address the impact of COVID-19, capital projects were paused, hiring was limited to essential positions only, all spending was scrutinized, resources were aligned with demand and need, and leadership salaries were reduced.

Reset - Some areas must address a new normal and new business model. These areas must become more entrepreneurial and self-sustaining as they align their resources with demand and need, and focus on mission critical assets. The areas to be reset are Advancement, Athletics, and Finance and Business Services, and they will receive the largest percent reductions.

Readjust - Other administrative areas which provide student support and critical services; Student Life, Enrollment Management and Student Success, the President's area (which includes University Communications and Marketing), and Information Technology. Reductions in these areas will be a lower percentage than for those which are reset.

Redirecting – Affordability remains a top priority, and we must align resources with needs and demands. To create and deliver in demand programs to meet the needs of students and society, Academic Affairs will receive the lowest percentage reduction.

Beyond reductions, resource enhancement strategies will be pursued, such as fundraising for scholarships, external partnerships, endowed positions, and new programs.

The president then discussed some of the ways Miami will accelerate into the future, including a continued focus on Miami RISE and Boldly Creative, an Honors College, a clinical health sciences building, and a reassessment of the overall infrastructure plan, which may need to slow depending on FY2021.

President Crawford's presentation is included as Attachment C.

Enrollment Report

Vice President Brent Shock began and thanked the many offices which assisted Enrollment Management and Student Success in recruiting the incoming cohort. He then turned the presentation over to interim Assistant Vice President Bethany Perkins.

Bethany Perkins then explained the pre-COVID 19 situation and the current situation. Prior to COVID 19, Miami saw a continued decline in the number of applications, and declining applications from international students, particularly from China, but an applicant pool which was very strong in academics and diversity, meaning Admission could go deeper into the pool without a significant impact on the profile, and with merit scholarships similar to the prior year.

Following COVID 19, disruption, anxiety and financial uncertainty among applicants increased. There were more questions from applicants and communications were increased. Flexibility for applicants was enhanced, deadlines were extended, and virtual events were created. Individual interactions were up over 30% year over year.

She then reviewed key indicators, comparing to prior years. The number of admission offers were up in all areas, except for international, due to the lower number of applications. While admission offers were up, confirmations were lower than the previous year, with many students believed to be enrolling instead at state flagship universities.

She informed the Board that the Pathways program is still in place, and has grown year to year. Classes will be held on the Oxford campus this year to eliminate the need for the students to travel between the Regional Campuses and Oxford throughout each week.

Key initiatives for Fall 2021 will include an Honors College, and supportive policies, such as flexible deadlines and test optional applications. Virtual events and tours will continue, and outreach will be increased and enhanced.

The Enrollment presentation is included as Attachment D.

Finance Report

Report of the Committee Chair

Senior Vice President Creamer stated he will be presenting five ordinances and a resolution for the Board to consider. He began with four fee related ordinances. Oxford undergraduate tuition, Regional Campus undergraduate tuition, graduate tuition, and miscellaneous fees. He explained the Miami Tuition Promise which holds each incoming student cohort's undergraduate tuition and fees unchanged for four years. Oxford is now in the fifth year of the plan, and the Regional Campuses are in the second year of the tuition promise. He also explained that increases in Ohio resident tuition and certain fees are limited by legislation, stating that the proposed increases are within the allowed caps.

He presented the proposed changes and explained how the Regional Campuses previously had lower and upper division tuition levels, but with the Tuition Promise there is one tuition level. He then provided a comparison of Oxford undergraduate tuition to other Ohio universities, noting that the increase at many public universities in Ohio is 4.1%, which is the maximum allowed by legislation. He explained that Miami has the highest tuition among Ohio public universities, which is why Miami's proposed increase is only 2%. He then provided a comparison of regional campus tuition levels, showing Miami is more towards the middle, and a higher increase of 4.0% is proposed for resident tuition at the Regional Campuses.

Ordinances and Resolutions

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

Ordinances

Oxford Undergraduate Tuition

Trustee Shroder moved, Trustee Pascoe seconded, and by roll call vote, the ordinance was unanimously approved, with seven voting in favor and none opposed. Due to technical difficulties, the Board was unable to hear Trustee Robinson during the roll call vote.

Regional Campus Undergraduate Tuition

Trustee Haines moved, Trustee Pascoe seconded, and by roll call vote, the ordinance was unanimously approved, with seven voting in favor and none opposed. Due to technical difficulties, the Board was unable to hear Trustee Robinson during the roll call vote.

Graduate Tuition

Trustee Schell moved, Trustee Shroder seconded, and by roll call vote, the ordinance was unanimously approved, with seven voting in favor and none opposed. Due to technical difficulties, the Board was unable to hear Trustee Robinson during the roll call vote.

Miscellaneous Fees

Senior Vice President Creamer explained that most of the fees are unchanged and that there are only a small number of business activity fees which are being increased. Trustee Shroder then moved, Trustee Schell seconded, and by roll call vote, the ordinance was unanimously approved, with seven voting in favor and none opposed. Due to technical difficulties, the Board was unable to hear Trustee Robinson during the roll call vote.

Budget Ordinance

Senior Vice President Creamer spoke about the budget for Oxford and the Regional Campuses for Fiscal Year 2021. He began by comparing year over year budget assumptions for the campuses. The most important assumption was that the year would begin with students back on the campuses. If this is not the case, auxiliary operations would be significantly impacted and additional budget adjustments would be required. He highlighted the assumption of a decrease in the State Share of Instruction, the assumption uses the amount announced by the governor for planning purposes, but it is possible the actual reduction may be less.

He noted that the budget reduction had two components; reductions identified earlier to take effect on July first, and an approximately \$21 million in additional reductions. The necessary reductions will not allow for a salary improvement increment for FY2021.

He then reviewed incoming student net tuition revenue which is 11.5% less than the prior year, even though the incoming class is the second largest ever. Net tuition revenue and state support were then displayed over the past several years, which showed a downward trend from FY18 onward. The reduced NTR follows a trend of recent years, as tuition discounts have been increased to enhance affordability.

The Oxford campus revenue budget was displayed and the reduction in auxiliary revenue

was highlighted. Senior Vice President Creamer informed the Board the auxiliary revenue budget assumes students on campus and in the residence halls, but if that is not the case, the reduction in revenue would be much greater. When examining the sources of revenue and which areas have contributed most of the reduction, it has been the declining enrollment of international students.

He stated that for most areas there were limited increases in expenses, with a few exceptions, including the cost of implementing changes to Title IX, assistance in recruiting international students, and an increase in insurance costs.

Looking forward and applying the budget beyond FY2021, deficits are forecast and it may be necessary to face additional reductions in future years.

He then reviewed the Regional Campuses budget, explaining that the regional students enroll much later making it more difficult to estimate incoming enrollment. Enrollment is expected to remain relatively steady, with the major impact upon the regional campus budget being the reduction in state support.

Senior Vice President Creamer concluded stating with the many uncertainties in creating the budget, it is likely that there will be greater variance encountered than in most years.

Trustee Schell then moved, Trustee Haines seconded, and by roll call vote, the ordinance was unanimously approved, with seven voting in favor and none opposed. Due to technical difficulties, the Board was unable to hear Trustee Robinson during the roll call vote.

Resolutions

Amended non-Endowment Funds Investment Policy

Senior Vice President Creamer spoke in support of the resolution, stating that there is a great deal of interest in Environment, Social and Governance considerations in investing. This change establishes policy to be applied as investment decisions are made. He added that the Foundation Board will be considering the same policy for endowed funds, and that the Investment Subcommittee considered these changes at prior meetings. Trustee Shroder then moved, Trustee Pascoe seconded, and by voice vote, the resolution was unanimously approved, with all voting in favor and none opposed. Trustee Robinson, by show of hand, voted in favor.

The Finance presentation and all Ordinances and Resolutions are included as Attachment E.

Student Trustee Reports

Chair Budig introduced new Student Trustee Amitoj Kaur, then called upon Student Trustee Kulis to begin the reports.

Student Trustee Kulis relayed the following information:

. When the ball dropped and Auld Lang Syne was sung at the end of 2019, just a mere

few months ago, it is safe to say absolutely no one could have predicted we would be where we are today. For each of us, the first half of 2020 has provided an onslaught of unexpected changes, concerns, and anxieties; yet, this is where we find ourselves. Daily, we are reminded the only way out of hard times is through them.

As I begin my report, it is critical I briefly address the events that have been unfolding across our nation. It is deeply disturbing and upsetting to see men and women all across the country pushed to a point that they feel that the only tool left to them to bring about change is protest. As leaders of a powerful community, it is more important than ever that the values of diversity and inclusivity are felt by everyone who wears the Miami M. It is our duty as Miamians to make sure our community is one of safety and free of discrimination. I have taken time in the last few weeks to reflect on my unconscious biases, allowing me to refine and realign my values. This emphasis on self-reflection, paired with uncomfortable conversations, respect for others and the power of listening, is how we will navigate our nation to a better tomorrow. I have faith in Miami that we will strive to work together to remove all forms of racism from our community.

Even before those recent national events, this has been such an eventful year. I have been so impressed by how the Miami community has come together during quarantine. I was a little confused in April when I received a call from Ames, Indiana, yet when I listened to the voice message, I was so impressed to hear the voice of Jeff Router, one of Miami's Men's Basketball coaches. He called me to check to make sure I was safe and healthy, and he wondered how my classes were going online. This simple act made by faculty and staff across our campus was a strong reminder of what makes our university so special. For the leaders to mobilize over the course of several weeks, in a time of so much confusion, to take time to divide and call some 16,000 students is really inspiring. Of those 16,000 plus students, 7500 of them were able to pick up their phones and have a conversation. 6,300 had their day brightened by a reassuring and comforting message. This was truly a unique initiative and reinforces the level of care our faculty and staff has for our student body. When I share these stories with my peers at other institutions, they are always shocked.

Another account of Miami's commitment to its students is the tremendous number of hours that have been spent by the administration, faculty, and staff to ensure our campus is ready for this fall. It is difficult to comprehend how much Covid-19 has impacted our day to day life let alone how that impacts an entire college campus. Every division on campus has been working tirelessly with their Return to Campus work groups to think through and create plans to keep the Miami students safe. This has led to conversations about cleaning protocols, how to use spaces safely, and how to make residence halls both inviting and secure for our students. There is no doubt Covid-19 will be with us this fall, yet it will not catch us unprepared again; instead, it will be met with an agile and prepared institution that will not let it impact our education.

With that said, I think it is every student's duty to start to prepare themselves for what our campus will look like this fall and into the foreseeable future. It is important we understand the expectation that Covid-19 will still be present. Life must move on, and it will, yet it will take some necessary sacrifice and change in behavior by our student body to allow us to navigate campus life for the safety of fellow students, faculty, and staff. It will be a time to put the health of ourselves and others above other interests in order to make sure that our campus remains healthy and productive.

I would like to give a warm and excited welcome to my fellow student trustee, Amitoj Kaur. Already, in our “virtual” meetings leading up to today, it is clear to me Governor DeWine selected a strong champion for the student body. I have no doubt her tenure on the board will be one worth remembering.

In conclusion, as we continue through the year of 2020, it has never been clearer the world needs a few more Miamians. It is time for each of us to plant our feet, lean into the wind, and be steady-hearted and pure of soul.

This concludes my report.

Love and Honor

Student Trustee Kaur relayed the following information:

Good Afternoon,

My name is Amitoj Kaur, and I am honored to introduce myself today as the newly appointed student trustee to Miami’s Board of Trustees. I am a rising sophomore, double majoring in Political Science and Interactive Media Studies. I am a proud first-generation American and college student. One day, I hope to leave this earth better than I had found it. My passion for bettering the world around me comes from my father, a Sikh priest. However, this passion of mine has blossomed and evolved at what, in my opinion, is the best place on earth: Oxford, Ohio.

Though I chose Miami University as the institution where I wanted to obtain my degree, Miami University chose me too: to help grow, develop, and become the leader it saw me as when I had applied for admission just a bit over a year ago.

On-campus, you can see me running to dance rehearsal, as I dance for MU Nishaana, Miami’s Bollywood fusion dance team. If I’m not there, I might be in an exec board meeting for the Indian Student’s Association- or I might be found in Armstrong Student Center, writing an article for The Odyssey. These days, I’m spending my summer as a SOUL, a Student Orientation Undergraduate Leader, helping welcome the incoming class to the Miami family.

To be completely honest, when Governor DeWine’s office appointed me as Student Trustee, this was not the experience I was expecting. Typically, going through a global pandemic, and a time of national upheaval related to racism and social justice is not the norm for the first few months as a Student Trustee. For some, this may be intimidating; for me, it is a call to action to serve my university in the best capacity I possibly can.

There is a lot of hurt in the world right now, and it would be irresponsible for me not to acknowledge that pain. When I think of Miami, I tell incoming first-year students, the word I would use to describe my Miami experience is: home. Every time I say to a student this, my love for my institution grows- however, that love is not complete if it does not come with the reality of knowing where there is room to grow.

As President Crawford said earlier this week, “Good intentions and kind words are not

enough. We must take action to advance and accelerate. We must uphold our mission to teach and serve, to send members of this community into a global and increasingly diverse society with dedication and passion to serve humanity and lead with inclusivity.”

As a student of color myself, I can acknowledge where there have been some gaps in the past with diversity and inclusion on campus. However, I can say confidently as a student trustee; this initiative will be on my forefront. I am committed to ensuring that not only our current students of color at Miami can continue to call Miami home proudly, but that the incoming students here on out and can say the same.

I am looking forward to acting as a bridge between the student body and the Board. There will never be a time where I do not want to hear from my fellow peers; I urge you to please reach out to me if I ever can help clarify or answer things for you. I feel blessed to be able to help serve an institution that lives every day, carrying the code of Love and Honor in our hearts.

We are living every day in a historical time in the world’s history, particularly in higher education. It is up to us, as a Board, and as a family to make a more inclusive, equitable, and responsible community not only in Oxford, but in Middletown, Hamilton, and West Chester.

...and together, we will.

Thank you.

Other Business

Chair Budig stated that if the Board was meeting in person, they would now call forward and recognize the departing or retiring deans and vice presidents. Dean Dollár, Dean Rubin and Vice President Oris, as well as recognizing retiring Director of Academic Personnel, Celia Ellison. He invited all to attend the September meeting for a proper, in-person recognition.

Written Reports

- EMSS Report, Attachment F
- Advancement Report, Attachment G
- Student Life Report, Attachment H
- UCM Report, Attachment I

Adjournment of Meeting

With no other business to come before the Board, Trustee Shroder then moved, Trustee Schell seconded, and by unanimous voice vote, with all in favor and none opposed, the Board, adjourned at 2:00 p.m.



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

June 19, 2020
Consent Calendar

RESOLUTION R2020-46

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

Lori Isaacson
Biology

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:

R. James Hickey
Biology

Marc Rubin
Accountancy

Richard Taylor
Chemistry & Biochemistry

Robert Weinberg
Kinesiology & Health

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:

Susan Hurst
University Libraries

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

Approved by the Board of Trustees
June 19, 2020

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

David Beitz
Information Technology

Guy Moore
College of Arts & Science

Jeffrey Peterson
Electrical & Computer Engineering



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June 19, 2020
 Consent Calendar

RESOLUTION R2020-47

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

Dr. Osama M. Ettouney Conference Room
 Located in Garland Hall.

Dennis '65 & Gail Barba Men's Basketball Lobby
 Located in Millett Hall.

Change Presidents Hall to Marcum Hall
 The Marcum name will be moved from the Hotel & Conference Center to the residence hall

*Approved by the Board of Trustees
 June 19, 2020*

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

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



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June 19, 2020
 Consent Calendar

RESOLUTION R2020-48

WHEREAS, University Senate on June 8, 2020 passed SR 20-24, endorsing a proposed degree, a Bachelor of Science in Commerce, with a major in Digital Commerce, in the College of Liberal Arts and Applied Science.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees hereby approves the establishment of a Bachelor of Science in Commerce, with a major in Digital Commerce, in the College of Liberal Arts and Applied Science.

*Approved by the Board of Trustees
 June 19, 2020*

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

**EXECUTIVE COMMITTEE of UNIVERSITY SENATE**

Dana Cox, Chair

James Bielo, Chair-elect

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

June 8, 2020

To: Gregory P. Crawford, President
 From: Jeffrey Wanko, Secretary of the University Senate
 Re: Degree Program Approval
 SR 20-24, Bachelor of Science in Commerce, with a major in Digital Commerce, College of Liberal Arts and Applied Science

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 June 8, 2020, University Senate adopted SR 20-24:

BE IT HEREBY RESOLVED that University Senate endorse the proposed degree, Bachelor of Science in Commerce, with a major in Digital Commerce, College of Liberal Arts and Applied Science.

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 Commerce with a major in Digital Commerce, College of Liberal Arts and Applied Science.

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

June 8, 2020

 Gregory P. Crawford, President

 Date

cc: Dana Cox, 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



Mike DeWine, Governor
Randy Gardner, Chancellor

REQUEST FOR APPROVAL

**SUBMITTED BY
MIAMI UNIVERSITY**

**ESTABLISHMENT OF A
[Bachelor of Science in Commerce] DEGREE IN
[Digital Commerce]**

(2/18/2020)



TABLE OF CONTENTS

Request	(insert pg #)
Section 1: Introduction	
Section 2: Accreditation	
Institutional accreditation	
Results of the last accreditation review	
Notification of appropriate agencies	
Section 3: Academic Leadership—Institution	
Mission statement	
Organizational structure	
Section 4: Academic Leadership—Program	
Organizational structure	
Program development	
Collaboration with other Ohio institutions	
Section 5: Student Support Services	
Admission policies and procedures	
Student administrative services	
Student academic services	
Section 6: Curriculum	
Introduction	
Program goals and objectives	
Course offerings/descriptions	
Program sequence	
Alternate delivery options	
Off-site program components	
Section 7: Assessment and Evaluation	
Program assessment	
Measuring student success	
Section 8: Faculty	
Faculty appointment policies	
Program Faculty	
Expectations for professional development/scholarship	
Faculty Matrix	
Section 9: Library Resources	
Library resources	
Resources and Facilities	
Section 10: Budget, Resources, and Facilities	
Resources and Facilities	
Budget/financial planning	
Appendices	
Signature Page	
Supplements: List the supplement or supplements included with the proposal	

REQUEST

Date of submission: [02/18/2020]

Name of institution: Miami University

Degree/degree program title: [Bachelor of Science in Commerce] degree in [Digital Commerce]

Primary institutional contact for the request

Name: Theodore Light
Title: Chair & Associate Professor
Phone number: 513-785-7707
E-mail: lighttb@MiamiOH.edu

Department chair/program director

Name: Theodore Light
E-mail: lighttb@MiamiOH.edu

Delivery sites: Middletown, Hamilton, VOALC-West Chester 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: Spring 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

We propose to add a Digital Commerce major to the B.S. in Commerce (BSC). Currently, the only BSC major is Small Business Management. The newly proposed Sales Management major is in the process of approval and will appear before the Senate on April 27, 2020. The Digital Commerce major will be the third major in the B. S. in Commerce degree. It would consist of six courses including four existing courses and two new courses. The four existing courses are IMS 392 Content Marketing, IMS 414 Web and Social Analytics, CMR 242 Management of Small Business Operations, and CMR 286 Digital Commerce. The two new courses are CMR 341 Internet Marketing and CMR 449 Senior Practicum. The program proposal was developed with the input from

the College of Creative Arts and IMS. Once approved our intent is to offer professional seminars in digital commerce content areas.

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 Digital Commerce major would be a part of the existing B.S. in Commerce program offered by the Department of Commerce. The existing faculty will teach courses in the new major. The hierarchy includes the department chair and regional associate dean.

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.

[Light CV – Fall 2018](#)

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

The CLAAS Curriculum Committee supports the development and maintenance of curriculum in the division. Members of CLAAS departments comprise the committee appointed for two-year terms. The committee is chaired by a CLAAS associate dean.

4.2 Program development

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

This program aligns with the vision of adding applied and professional programs to Miami's offerings.

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.

Digital Commerce encompasses a variety of online business activities including operations, content marketing, online analytics, and the use of tools to enable online commerce activities. Several of these areas are in high demand. A report by General Assembly and Burning Glass Technologies utilized a database of more than 100 million job postings to find in-demand employment areas. One of the highest demand areas reported was Digital Marketing and Marketing Automation. The top demand skills in Digital Marketing include social media, marketing automation, market strategy, Google Analytics, content management, and email marketing. Overall, demand in digital marketing positions increased by 145% between 2011 to 2015. Several of the fastest-growing skilled positions have grown 500% over the period. This contrasts with growth in traditional marketing areas of around 16%. Some of these high growth skills include Google Analytics, Google AdWords, key performance indicators, content development, and content management. Also reported was a wage premium of 25% for employees with technical skills.

The 2019 Inbound Marketing Job and Salary Guide assembled by Conductor includes data collected from Indeed, Glassdoor, and LinkedIn. From 2018 to 2019, the report lists an 81% increase in SEO positions and a 112% increase in content marketing positions. The top reported skills for digital marketing positions included social media, search engine optimization (SEO), content marketing, pay per click (PPC), web analytics, and others. Dayton, Ohio was ranked as 5th in the United States for PPC jobs while Cincinnati, Ohio ranked 17th.

Metlife and the US Chamber of Commerce's 2019 report notes that small businesses are focusing on technology investment towards social media management as well as email marketing tools. Additionally, social media, specifically Facebook, is extremely popular with small businesses.

Both the University of Toledo and Baldwin Wallace University offer bachelor's degrees with majors in Digital Marketing, however, neither offers an online option. This restricts their Digital Marketing programs to the Toledo and Cleveland areas. Toledo also offers a minor in Digital Marketing. Cleveland State University offers a certificate in Digital Marketing. Sinclair Community College offers an associate's

degree in Business Management/Digital Marketing which could serve as an opportunity for students wishing to complete a Bachelors's degree in Digital Commerce at Miami.

The National Center for Education Statistics' (NCES) CIP code for Digital Marketing (52.1404) was created in 2020. The data for student demand, competitive intensity, and employment will be available for this CIP code in fall 2021. For the purpose of this analyses, we used CIP code 52.1401 – Marketing/Marketing Management, General in the NCES classification, which includes some of the skills that students are offered in Digital Commerce degree. The data provided by Gray Associates indicates high overall scores that range from 43 at the National market level to 47 at the state of Ohio market level, to 46 at the 30-mile radius market level. These scores encompass high student demand at all three market levels, moderate competitive intensity for the programs offered online, and good employment opportunities with the relatively high wages (\$92, 901) for graduates aged 30-60 years old. We expect this program to draw students mainly from Ohio and from within the 30-mile radius from Miami University Regionals. The main competitors in Ohio are University of Toledo, Ohio University, Tiffin University, University of Northern Ohio, and Malone University, none of which is located in proximity to Miami Regionals.

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.

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.

The program proposal was shared with the department of Commerce Advisory Council members who provided positive feedback. They indicated that this proposal is very timely, and that the new major in Digital Commerce will help to meet growing demand for digital commerce professionals, particularly in the area of small business.

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.

No institutions within a 30-mile radius offer a degree in digital commerce.

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.

The proposed program was not developed in collaboration with another institution in Ohio.

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.

The admission requirements will be the same as the currently policy on the Regional campuses.

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.

The B.S. in Commerce was designed as both a completion degree as well a stand-alone program. The structure of the degree allows for 35 free electives which are helpful for transfer students.

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.

Current student administrative services are sufficient to support the program.

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.

Current student academic services are sufficient to support the program.

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.

For information, contact the Department of Commerce at Voice of America Learning Center Room 117, (513) 785-7706.

Commerce is the broad system of organizations producing goods and services for their markets to satisfy their stakeholders. The Bachelor of Science in Commerce, Digital Commerce major includes courses that prepare students to work in Digital Commerce positions with a focus on the needs of small businesses. Students cannot double major in Digital Commerce and any other B.S. in Commerce majors.

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.

[Department of Commerce Assessment Plan](#)

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						
STA 261	4		■		■	Existing
CMR 101	3				■	Existing
CMR 105	3					Existing
CMR 108	3				■	Existing
CMR 111	3				■	Existing
CMR 207	3				■	Existing
CMR 211	3					Existing
CMR 244	3		■			Existing
CMR 282	3		■			Existing
CMR 302	3					Existing
CMR 495	3					Existing
MAJOR COURSES						
CMR 242	3	■				Existing
CMR 286	3	■				Existing
IMS 392	3	■				Existing
IMS 414	3	■				Existing
CMR 341	3	■				New
CMR 449	3	■				New
	52					
ADDITIONAL REQUIREMENTS						

Global Miami Plan	27				
Thematic Sequence	9				
Advanced Writing	3				
Electives	33				
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.)
	CMR 111 (3)		CMR 101 (3)
	MPF IV		CMR 108 (3)
	MPF IIA		STA 261 (4)
	Elective		MPF IIB
			MPF III
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.)
	CMR 105 (3)		CMR 242 (3)
	CMR 207 (3)		CMR 244 (3)
	CMR 211 (3)		CMR 282 (3)
	MPF IIC		MPF IV
	Elective		Elective
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.)
	CMR 302 (3)		CMR 286 (3)
	CMR 341 (3)		IIMS 392 (3)
	MPT		MPT
	MP – AW		Elective
	Elective		Elective
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.)

	IMS 414 (3)		CMR 449 (3)
	CMR 495 (3)		MPT
	MP – IP		Elective
	Elective		Elective
	Elective		Elective

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).

Students will have two options to complete the practicum. For the first option, students can gain direct experience by working with an external organization engaged in digital commerce activities. For the second option, students can work under faculty supervision as digital commerce consultants to community organizations. This option could include students working with the SBDC housed in the VOA learning center.

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:

[Department of Commerce Assessment Plan 2020](#)

- 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.
- 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.
- Describe how you intend to evaluate the learning outcomes by means of the assignment(s)—e.g., rubric(s), scoring guides, or answer key(s) to exam.
- 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.
- Describe how you intend to collect student perceptions of their achievement of the program learning outcomes.
- Describe your plans for regular (annual or biennial, depending on program size) collection and summary of data.
- 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.
- 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.

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.

Annual job placement Employer surveys.

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.

Associate professor, assistant professor, lecturer, and adjunct.

Describe the credentialing requirements for faculty who will be teaching in the program (e.g., degree requirements, special certifications or licenses, experience, etc.). Note whether you will be using traditional qualifications (i.e., instructor has a degree at least one level above and directly related to the level of the courses being taught) or tested experience qualifications. Please make sure that the [tested experience qualifications](#) have been approved.

Not applicable.

The faculty teaching in this program will abide by Miami's [overload teaching policy](#).

Indicate whether the department will need to hire additional faculty to begin the proposed program. If additional faculty members are needed, describe the appointment process (by referencing Miami's [search and appointment procedures](#)) and provide a timeline for hiring such individuals.

An additional full time faculty member (TCPL) will be added in year three to support program growth.

8.2 Program faculty

Provide the number of [existing faculty members](#) available to teach in the proposed program.

Full-time: 13

Less than full-time: 12

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: 3

8.3 Expectations for professional development/scholarship

Miami's tenure-eligible faculty are expected to produce high-quality scholarship for promotion and tenure (see [policy library](#)). Teaching faculty, visiting and part-time faculty are not expected to engage in scholarly activity. However, all faculty are provided opportunities for professional development such as programming offered by the Center for Teaching Excellence and the Howe Center for Writing Excellence. Tenure-eligible faculty are provided additional support for research and creative activity, such as [assigned research appointments](#).

Indicate the department's support (including financial) provided for such activities.

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.**

[Faculty Matrix](#)

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.).

Not applicable.

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.

Not applicable.

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.

Not applicable.

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.

[Commerce-Digital Commerce Proposal](#)

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.

We expect to add 50 to 75 net new majors per year for the first three years of the program.

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
B
C
D
E
F
G

Miami University is committed to continual support of the delivery of the [DEGREE] in [MAJOR]. 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.

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

Respectfully,

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.



BOARD OF TRUSTEES
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 (513) 529-3911 FAX
 WWW.MIAMIOH.EDU

June 19, 2020

Consent Calendar

RESOLUTION R2020-49

WHEREAS, University Senate on March 30, 2020 passed SR 20-13, endorsing a proposed degree, a Bachelor of Science in Engineering, with a major in Robotics Engineering, in the College of Engineering and Computing.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees hereby approves the establishment of a Bachelor of Science in Engineering, with a major in Robotics Engineering, in the College of Engineering and Computing.

*Approved by the Board of Trustees
 June 19, 2020*

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



EXECUTIVE COMMITTEE of UNIVERSITY SENATE

Dana Cox, Chair
James Bielo, Chair-elect

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

May 19, 2020

To: Gregory P. Crawford, President
From: Jeffrey Wanko, Secretary of the University Senate
Re: Degree Program Approval
SR 20-13, Bachelor of Science in Engineering, with a major in Robotics Engineering, College of Engineering and Computing

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 March 30, 2020, University Senate adopted SR 20-13:

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

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 Engineering, with a major in Robotics Engineering, College of Engineering and Computing.

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

June 1, 2020

Gregory P. Crawford, President

Date

cc: Dana Cox, 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



Mike DeWine, Governor
Randy Gardner, Chancellor

REQUEST FOR APPROVAL

**SUBMITTED BY
MIAMI UNIVERSITY**

**ESTABLISHMENT OF A
[Bachelor of Science in Engineering] DEGREE IN
[Robotics Engineering]**

(11/06/2019)



TABLE OF CONTENTS

Request	(insert pg #)
Section 1: Introduction	
Section 2: Accreditation	
Institutional accreditation	
Results of the last accreditation review	
Notification of appropriate agencies	
Section 3: Academic Leadership—Institution	
Mission statement	
Organizational structure	
Section 4: Academic Leadership—Program	
Organizational structure	
Program development	
Collaboration with other Ohio institutions	
Section 5: Student Support Services	
Admission policies and procedures	
Student administrative services	
Student academic services	
Section 6: Curriculum	
Introduction	
Program goals and objectives	
Course offerings/descriptions	
Program sequence	
Alternate delivery options	
Off-site program components	
Section 7: Assessment and Evaluation	
Program assessment	
Measuring student success	
Section 8: Faculty	
Faculty appointment policies	
Program Faculty	
Expectations for professional development/scholarship	
Faculty Matrix	
Section 9: Library Resources	
Library resources	
Resources and Facilities	
Section 10: Budget, Resources, and Facilities	
Resources and Facilities	
Budget/financial planning	
Appendices	
Signature Page	
Supplements: List the supplement or supplements included with the proposal	

REQUEST

Date of submission: [11/06/2019]

Name of institution: Miami University

Degree/degree program title: [degree] degree in [major]

Primary institutional contact for the request

Name: Qihou Zhou
Title: Chair and Professor
Phone number: 513-529-0743
E-mail: zhouq@MiamiOH.edu

Department chair/program director

Name: Qihou Zhou
E-mail: zhouq@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] [2020]

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

We request the establishment of a Bachelor of Science in Engineering degree with a major in Robotics Engineering in the College of Engineering and Computing. The program will offer students an interdisciplinary curriculum to acquire knowledge and skills in a highly demanded field that permeates the industry and our daily life on an ever-increasing scale.

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 program will be led by the Electrical and Computer Engineering (ECE) department with the Mechanical and Manufacturing Engineering (MME) and Computer Science and Software Engineering (CSE) departments as main participants and collaborators. The program's organizational components will consist of:

- (a) An Administrative Home Department – ECE is the home department of the program. ECE will approve the overall curriculum and advise students in the program.
- (b) Participating Departments – CSE and MME are the participating departments. The CSE Department will provide the computer science classes required of the program. The MME Department will approve the curriculum in the Industrial Automation specialty and offer relevant MME classes.
- (c) A Home Department Chair – the ECE Department Chair is the lead administrator of the program.
- (d) A Program Steering Committee – Robotics Engineering Steering Committee is established. The Steering Committee advises on all aspects of the program and coordinate curricular activities among ECE, MME and CSE. It typically includes the chairs of ECE, CSE and MME, the CEC Associate Dean, and 1-2 faculty members

from each of the four departments in CEC. The department chairs will recommend faculty to the Dean for participation on this steering committee.

The ECE Chair, or CEC Dean's designee, oversees the administration and development of the program. The lead program administrator reports to the Dean of College of Engineering and Computing.

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.

The CEC Dean appoints the lead administrator. Currently, the lead administrator is the ECE Department Chair. He/She is responsible for the overall administration of the program. The responsibilities include but are not limited to: curriculum development, advising students, recruitment and retention; assessment and accreditation; budget management; coordination with the CSE and MME departments; and any other appropriate activities.

[CV_QHZ](#)

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

The Robotics Engineering Steering Committee (as previously defined) coordinates activities among all the three departments (CSE, ECE, and MME) to ensure the smooth operation of the program and provides advice on the program's overall direction. The Steering Committee will meet at least once per semester initially and at least once per academic year during steady state.

The CEC Curriculum Committee will also support the development and maintenance of the programs by providing curricular advice and approving any new or revised curricular items, as required by CEC and University policy.

4.2 Program development

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

The proposed Bachelor of Science in Engineering degree with a major in Robotics Engineering (BSE-RE) program will advance knowledge in a critical area with high demand at the national, state and local level. Many companies in the Greater Cincinnati area need employees with robotics background. Our proposed BSE-RE curriculum will be based on existing foundation courses in the departments of Electrical and Computer Engineering (ECE), Computer Science and Software Engineering (CSE), and Mechanical and Manufacturing Engineering (MME). New courses include: Industrial Robotics; Design and Modelling of Robotic Systems; Sensors and Data Fusion; Image Processing and Computer Vision; Mechanics, Analysis and Control of Robots; and Seminar in Robotics. These new courses will allow graduates to not only integrate robotic systems with the existing work environment, but also develop new robotic platforms and applications. The classes on sensors, data fusion and computer vision are particularly important for the Dayton-

Cincinnati area, where the Wright-Patterson AFB, the Air Force Research Laboratory (AFRL) and defense contractors hire many employees.

The BSE-RE will prepare students for the rapidly changing job market. Students are trained on the fundamentals of Electrical, Computer, Mechanical Engineering, and Computer Science. Students are required to take required courses in CSE, ECE and MME. The incoming RE students will have similar backgrounds as those in Electrical Engineering or Computer Engineering. The broad training for the RE students gives them a great amount of flexibility in meeting the demands of a dynamic workplace in the future. The interdisciplinary nature of the program also makes it easier for RE students to double major with Electrical, Computer, Mechanical, Software Engineering or Computer Science.

The proposal to create a BSE-RE program was submitted in the Fall of 2018 in the first round of Miami's Boldly Creative Initiative. The first year funding request, \$450,000, was approved by Miami as part of the Realigning Miami's Engineering Programs for the New Industry landscape proposal. We have also leveraged the BSE-RE in submitting a Regionally Aligned Priorities in Developing Skills (RAPIDS) to the Ohio Department of Higher Education. Request for \$162,500 equipment funding from the state has also been approved to support the BSE-RE program.

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.

As discussed in the Rationale section, various reports indicate strong industrial demands in the field. To assess student demand, we bench-marked a peer institution, Worcester Polytechnic Institute. The RE major at WPI, launched in 2007, quickly became one of the largest out of about 50 programs offered by WPI. In the first couple of years since offering the RE degree, enrollment in other engineering disciplines saw some decline. However, the decline in other programs was reversed quickly due to increase in extra-regional students. By scaling conservatively on the number of students in Electrical and Computer Engineering to that in Robotics Engineering from WPI, we project 130 students in our BSE-RE program. With potentially 30 students drawing from existing programs, we anticipate the BSE-RE program will result in a net increase of 100 students in CEC.

An independent market analysis was not done by the Office of EMSS.

The BSE-RE curriculum proposed is most similar to that of the existing Computer Engineering major. There are 30 non-overlap credit hours if a student chooses the Automation specialty. If a student chooses the General Robotics specialty, the non-overlap credit hours can drop to 15 because of the flexibilities in the RE and Computer Engineering curricula. As a general rule, CEC requires students to take at least additional 15 cr if they double major.

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.

We sought input from the CEC/ECE External Advisory Council, which is supportive of the program. There are over 50 council members, including business executives, government employees, technical experts, alumni, and faculty members from other

institutions. About 30 council members were present when the Robotics Engineering program was discussed on Oct. 25, 2019. Several manufacturing and robotics companies, including APT, Rovisys, Proctor and Gamble, Yaskawa America, and FANUC America Corporation, we sought feedback from, are also overwhelmingly supportive.

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.

Yes, we plan to seek accreditation from ABET as soon as we have graduates, most likely by the summer of 2023.

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.

No institution within a 30-mile radius offers the proposed Bachelor of Science in Engineering – Robotics Engineering program. University of Cincinnati offers a Robotics and Automation minor and a Master of Engineering in Robotics and Intelligent Autonomous Systems. University of Dayton has an Industrial Automation and Applied Robotic Systems minor. The Ph.D in Engineering program at Wright State University has a research focus on Controls and Robotics. The proposed BSE-RE complements other degree programs in south-west Ohio.

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.

The proposed major was not developed with another institution.

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.

Admission to the program will follow the University admissions standards.

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.

This program follows the general guidelines for transfer credit as defined by Miami University. Students wishing to transfer must apply to Miami University as a transfer student. Miami requires a high school diploma and a minimum of a 2.0 grade point average in college courses. Transfer students are responsible for meeting all requirements that are in effect when they first enroll as a degree candidate.

Beyond the general requirements, transfer credits will be evaluated by the department offering the corresponding courses.

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.

Miami University has sufficient administrative resources required to support the proposed program. The program does not require additional administrative resources.

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.

Miami University's current student academic support services are adequate to support the students in this new program.

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.

The Robotics Engineering major encompasses industrial automation, autonomous systems and artificial intelligence. Robotics finds wide applications in industry and our daily life on an ever-increasing scale. It is a highly interdisciplinary field synthesizing elements from electrical and computer engineering, computer science and software engineering, mechanical and manufacturing engineering, mathematics as well as

other disciplines. Excellent employment opportunities exist for well-prepared graduates.

There are three specialties within the Robotics Engineering major: Automation, Intelligent Systems, and General Robotics. The Automation specialty focuses on robotic applications in the manufacturing process. The Intelligent Systems specialty emphasizes application of artificial intelligence and design of autonomous systems. General Robotics provides students the flexibility in choosing courses of their interest from a set of courses related to Robotics Engineering.

Miami's Robotics Engineering curriculum provides students with a sound foundation in basic science, mathematics, the humanities, communication skills, and technical subjects. Design, project management and teamwork as well as ethics and professionalism are emphasized throughout the curriculum.

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						
Core Requirements						
ENG 313	3		■			
ECO 201	3		■		OTM	
CSE 262	3		■			
MTH 151	5	■			OTM	
MTH 231	3	■				
MTH 246	4	■				
MTH 251	4	■				
PHY 191	5	■			OTM TAG	
PHY 192	5	■			OTM TAG	
General Engineering						
CEC 101	1	■			TAG	
ECE 102	3	■				
ECE/MME 448	2		■			
ECE/MME 449	2		■			
Required Robotics Engineering						
CSE 174	3	■				
CSE 271	3	■				
CSE 274	3	■				
ECE 205	4	■				
ECE 287	4	■				
ECE 304	3	■				

ECE 306	3	■				
ECE 314	3	■				
ECE 317	3	■				New
ECE 345	3	■				
ECE 414	3	■				New
MME 211	3	■			TAG	
MME 311	3	■			TAG	
Complete one of the following specialties:	18					
Automation						
MME 305		■				
MME 321		■				
Choose 12 hours from the following:						
MME 375		■				
MME/ECE 436		■				
MME 437		■				
MME 438		■				New
MME 439		■				New
Intelligent Systems						
CSE 278		■				
CSE 386		■				
Choose 12 hours from the following:						
CSE 432		■				New
CSE 486		■				
CSE 488		■				New
ECE 411		■				New
ECE 484		■				
General Robotics						
Requires 18 hours with 12 hours at the 400-level						
Choose at least 12 hours from Automation and Intelligent Systems specialties and at most 6 hours from the following:						
ECE 425		■				
ECE 453		■				
ECE 493		■				
Technical Electives	6					
Minimum hours for major	102					
ADDITIONAL REQUIREMENTS						
Global Miami Plan	27					
Minimum hours for degree	126					

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.**

General Bulletin

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.)
CEC 101	1	CSE 271	3
CSE 174	3	ECE 102	3
MTH 151	5	MTH 251	4
PHY 191	5	PHY 192	5
ENG 111	3	MPF IVA	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.)
ECE 205	4	CSE 262	3
ECE 287	4	CSE 274	3
MME 211	3	ECE 317	3
MTH 246	4	MME 311	3
MPF IIA	3	MTH 231	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.)
ECE 304	3	ECE 306	3
ECE 314	3	SPECIALTY CRSE	3
ECE 345	3	SPECIALTY CRSE	3
ENG 313	3	GMP – ICP	3
SPECIALTY CRSE	3	ECH 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.)
ECO 201	3	ECE/CSE/MME 449	2
ECECSE/MME 448	2	TECH ELECTIVE	3
GMP – III	3	SPECIALTY CRSE	3
SPECIALTY CRSE	3	SPECIALTY CRSE	3
ECE 414	3	GMP – III	3

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.

The SLOs for the program are

- 1) An ability to identify, formulate, and solve complex engineering problems by applying principles of engineering, science, and mathematics.
- 2) An ability to apply engineering design to produce solutions that meet specified needs with consideration of public health, safety, and welfare, as well as global, cultural, social, environmental, and economic factors.
- 3) An ability to communicate effectively with a range of audiences.
- 4) An ability to recognize ethical and professional responsibilities in engineering situations and make informed judgments, which must consider the impact of engineering solutions in global, economic, environmental, and societal contexts.
- 5) An ability to function effectively on a team whose members together provide leadership, create a collaborative and inclusive environment, establish goals, plan tasks, and meet objectives.
- 6) An ability to develop and conduct appropriate experimentation, analyze and interpret data, and use engineering judgment to draw conclusions.
- 7) An ability to acquire and apply new knowledge as needed, using appropriate learning strategies.

The above seven SLOs are consistent with ABET requirements. All the SLOs are addressed in the required Robotics Engineering courses. Miami plan courses lay the foundation for achieving them.

- 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.

The outcomes are assessed and evaluated following the process used in ECE for ABET. All the required courses in the major are used to assess student outcomes. The Chair of the ECE Assessment and Evaluation Committee will coordinate with CSE and MME on the assessment and evaluation of the required courses offered in these two departments. ECE448/449 (or CSE448/449, MME448/449) is a 4-cr hr capstone design sequence lasting two semesters. This course requires that students design a comprehensive project applying the principles they have learned.

- Describe how you intend to evaluate the learning outcomes by means of the assignment(s)—e.g., rubric(s), scoring guides, or answer key(s) to exam.

Students' submissions of homework, quizzes, exams, and project reports will be used holistically to evaluate the learning outcomes. Details of assessment and

evaluation of student learning outcomes can be found in the program assessment and evaluation document. The mapping of SLOs and required courses are in TABLE SO1 in the assessment document. These courses are required for all the specialties in the RE major and fulfill ABET accreditation requirements.

- 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.

Each required course has an assessment portfolio. Instructors collect typically three samples (excellent, average, below average) for each major from all student submissions on homework, quizzes, exams, project reports. If the sample size for RE is small in a class, we may also use samples from similar majors, e.g., electrical or computer engineering majors. In measuring attainment of Student Learning Outcomes, we use statistics from all students in some categories and samples in other cases. A central instrument in assessing and evaluating SLOs is the Course Assessment and Evaluation Report (CAER). In the CAER, we also report the grade distribution for all the students in the major.

- Describe how you intend to collect student perceptions of their achievement of the program learning outcomes.

In the majority of the required courses, we survey students on their own perception on the attainment level of SLOs at the end of the semester. Students are asked to evaluate SLO attainment for the program as a whole in the senior exit survey.

- Describe your plans for regular (annual or biennial, depending on program size) collection and summary of data.

Table 1 in the Assessment and Evaluation Plan details the type of data we collect and at what frequency. Some of the data, e.g., course evaluations by students, are collected every semester. Senior exit survey is collected and discussed every year. A major assessment and evaluation of a course is done on the average once every three years.

- 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.

Early in every fall semester, the ECE Chair will share with the Steering Committee and ECE faculty the senior exit results. He/She will discuss with faculty and external advisory members for potential improvements at the fall External Advisory Council meeting. ECE chair will monitor the results of student evaluation of each course and discuss with faculty for any potential improvements. Every three years, the ECE Assessment and Evaluation Committee will discuss CAER of required courses and make recommendations on attainment and improvements to the ECE Chair and faculty. ECE Chair will lead faculty on discussing the Committee's recommendations and formulating an action plan. ECE chair will work with CSE and MME chairs on assessments and evaluations of applicable CSE and MME courses.

- 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 ECE Assessment Coordinator is typically the Chair of the ECE Assessment and Evaluation Committee.

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.

Faculty designations include:

1. Tenured/tenure-track faculty (with responsibilities including teaching, scholarship and service) in the ranks of Professor, Associate Professor, Assistant Professor;
2. Continuing faculty (with responsibilities including teaching and service) in the non-tenurable ranks of Teaching Professor, Associate Teaching Professor, Assistant Teaching Professor, Clinical Professor, Associate Clinical Professor, Assistant Clinical Professor, Senior Lecturer, Associate Lecturer, Assistant Lecturer, Senior Clinical Lecturer, Associate Clinical Lecturer, Assistant Clinical Lecturer;
3. Faculty in 1-semester and 1-year appointments (with responsibilities only for teaching) holding the titles of Visiting Assistant Professor or Instructor.

Describe the credentialing requirements for faculty who will be teaching in the program (e.g., degree requirements, special certifications or licenses, experience, etc.). Note whether you will be using traditional qualifications (i.e., instructor has a degree at least one level above and directly related to the level of the courses being taught) or tested experience

qualifications. Please make sure that the [tested experience qualifications](#) have been approved.

The faculty teaching in this program will abide by Miami's [overload teaching policy](#)

Faculty whose titles include the word Lecturer or Instructor must hold a master's degree in Computer Engineering, Computer Science, Electrical Engineering, Mechanical Engineering, Robotics Engineering or a related discipline. Faculty whose titles include the word Professor must hold a terminal degree in Computer Engineering, Computer Science, Electrical Engineering, Mechanical Engineering, Robotics Engineering, or a related discipline.

Indicate whether the department will need to hire additional faculty to begin the proposed program. If additional faculty members are needed, describe the appointment process (by referencing Miami's [search and appointment procedures](#)) and provide a timeline for hiring such individuals.

New courses added to the core curriculum will require additional faculty in the departments that teach those courses and faculty are also needed to teach more sections for existing courses. As part of the Boldly Creative Initiative, an Assistant Teaching Professor has been hired to help develop the curriculum and teach some of the courses. The College of Engineering and Computing has made hiring faculty in robotics and related areas a priority. During the first few years of program, the Boldly Creative Initiative will support teaching faculty. Once the number of students increases, faculty resources will need be reallocated by the University and CEC.

8.2 Program faculty

Provide the number of [existing faculty members](#) available to teach in the proposed program.

Full-time: 30

Less than full-time: 1

Provide an estimate of the number of [faculty members to be added](#) during the first two years of program operation.

Full-time: 5

Less than full-time: 0

8.3 Expectations for professional development/scholarship

Miami's tenure-eligible faculty are expected to produce high-quality scholarship for promotion and tenure (see [policy library](#)). Teaching faculty, visiting and part-time faculty are not expected to engage in scholarly activity. However, all faculty are provided opportunities for professional development such as programming offered by the Center for Teaching Excellence and the Howe Center for Writing Excellence. Tenure-eligible faculty are provided additional support for research and creative activity, such as [assigned research appointments](#).

Indicate the department's support (including financial) provided for such activities.

All new faculty appointed to teach in the new major will follow the existing guidelines for professional development and scholarship in their respective home departments. Tenured, tenure track, teaching and clinical faculty complete an annual professional development plan and can call upon an array of University resources to support planned activities. These include both monetary support to attend conferences and workshops, and funds to purchase laboratory equipment, software and professional publications. Miami also has a wide range of learning opportunities available to support research and teaching development. Faculty on 1-semester and 1-year appointments are also eligible to take advantage of Miami's teaching resources.

[ECE Governance 2018](#)

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.**

[FacultyMatrix.xlsx](#)
[Robotics Faculty CVs](#)

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).

No additional library resources are needed at this time.

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

No additional library resources are needed at this time.

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.

No additional library resources are needed at this time.

SECTION 10: BUDGET, RESOURCES, AND FACILITIES
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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.

All the existing teaching laboratories in CSE, ECE and MME are available to support the program. In the Boldly Creative Initiative, we have requested \$700K to establish two labs: Industrial Robotic Systems; Autonomous and Intelligent Systems.\

The University new faculty orientation includes library orientation sessions.

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.

[ECE Budget](#)

Fiscal Impact Statement for New Degree Programs

	Year 1	Year 2	Year 3	Year 4
I. Projected Enrollment				
Headcount full time	10	30	50	80
Headcount part time				
Full-time equivalent (FTE) enrollment	10	30	50	80
II. Projected Program Income				
Tuition (paid by student or sponsor)	170K	510K	850K	1360K
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 _2-4___ Part Time ___ • Non-instruction (indicate roles in narrative section below) <ul style="list-style-type: none"> Full ___ Part time ___ 	220K	330K	330K	440K
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)	500K	200K	80K	80K
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.

The program is expected to matriculate 100 students or more at steady state in 6-7 years. With the current tuition rate, the program is expected to generate a gross revenue of \$1.7M per year at steady state. The primary expense is faculty salary. In Year 1-4, we expect the net additional FTE faculty supporting the program to be 2, 3, 3, 4, respectively. With a total of 4 net faculty to support the program and factoring in laboratory cost and additional administrative support, we expect a net annual revenue of \$1.0M in year 6 and beyond. The net revenue does not take into account the support from other university units (e.g., instructional costs for Miami Plan courses).

The following courses are part of the curriculum for this new major in Robotics. They are being submitted for approval with this proposal.

- ECE 317 Industrial Robotics (3)
- ECE 411 Sensors and Data Fusion with Robotics Applications (3)
- ECE 414 Design and Modeling of Robotic Systems (3)
- CSE 432 Machine Learning (3)
- CSE 488 Image Processing & Computer Vision (3)
- MME 438 Mechanics, Analysis and Control of Robots (3)
- MME 439 Seminar in Robotics (3)

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	CV QHZ 2
B	ECE assessment plan
C	ECE Governance 2018
D	Faculty Matrix
E	Robotics faculty CVs
F	ECE Budged_Robotics
G	

Miami University is committed to continual support of the delivery of the [DEGREE] in [MAJOR]. 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.

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

Respectfully,

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.



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June 19, 2020
 Consent Calendar

RESOLUTION R2020-50

WHEREAS, University Senate on April 27, 2020 passed SR 20-21, endorsing a proposed degree, a Bachelor of Science in Commerce, with a major in Sales Management, in the College of Liberal Arts and Applied Science.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees hereby approves the establishment of a Bachelor of Science in Commerce, with a major in Sales Management, in the College of Liberal Arts and Applied Science.

*Approved by the Board of Trustees
 June 19, 2020*

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


EXECUTIVE COMMITTEE of UNIVERSITY SENATE

Dana Cox, Chair
James Bielo, Chair-elect

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

May 19, 2020

To: Gregory P. Crawford, President
From: Jeffrey Wanko, Secretary of the University Senate
Re: Degree Program Approval
SR 20-20, Bachelor of Science in Commerce, with a major in Sales Management, College of Liberal Arts and Applied Science

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 April 27, 2020, University Senate adopted SR 20-20:

BE IT HEREBY RESOLVED that University Senate endorse the proposed degree, Bachelor of Science in Commerce, with a major in Sales Management, College of Liberal Arts and Applied Science.

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 Commerce with a major in Sales Management, College of Liberal Arts and Applied Science.

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

June 1, 2020

Gregory P. Crawford, President

Date

cc: Dana Cox, 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



Mike DeWine, Governor
Randy Gardner, Chancellor

REQUEST FOR APPROVAL

**SUBMITTED BY
MIAMI UNIVERSITY**

**ESTABLISHMENT OF A
[Bachelor of Science in Commerce] DEGREE IN
[Sales Management]**

(02/26/20)



TABLE OF CONTENTS

Request	(insert pg #)
Section 1: Introduction	
Section 2: Accreditation	
Institutional accreditation	
Results of the last accreditation review	
Notification of appropriate agencies	
Section 3: Academic Leadership—Institution	
Mission statement	
Organizational structure	
Section 4: Academic Leadership—Program	
Organizational structure	
Program development	
Collaboration with other Ohio institutions	
Section 5: Student Support Services	
Admission policies and procedures	
Student administrative services	
Student academic services	
Section 6: Curriculum	
Introduction	
Program goals and objectives	
Course offerings/descriptions	
Program sequence	
Alternate delivery options	
Off-site program components	
Section 7: Assessment and Evaluation	
Program assessment	
Measuring student success	
Section 8: Faculty	
Faculty appointment policies	
Program Faculty	
Expectations for professional development/scholarship	
Faculty Matrix	
Section 9: Library Resources	
Library resources	
Resources and Facilities	
Section 10: Budget, Resources, and Facilities	
Resources and Facilities	
Budget/financial planning	
Appendices	
Signature Page	
Supplements: List the supplement or supplements included with the proposal	

REQUEST

Date of submission: [02/26/2020]

Name of institution: Miami University

Degree/degree program title: [Bachelor of Science in Commerce] degree in [Sales Management]

Primary institutional contact for the request

Name: Theodore Light
Title: Chair & Associate Professor
Phone number: 513-785-7707
E-mail: lighttb@MiamiOH.edu

Department chair/program director

Name: Theodore Light
E-mail: lighttb@MiamiOH.edu

Delivery sites: Hamilton, Middletown, VOA-West Chester 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] [2020]

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

We propose to add a Sales Management major to the B.S in Commerce (BSC). Currently the only BSC major is Small Business Management. The Sales Management major would consist of six courses, three existing courses and three new courses. The three existing courses are CMR 261 Customer Service & Satisfaction, CMR 263 Sales & Promotion, and CMR 301 Personal Organizational Skills. The three new courses would be CMR 362 Business to Business Marketing, CMR 363 Personal Selling and CMR 461 Sales Management.

Once approved our intent would be to offer professional seminars to area organizations in sales & sales management in addition to academic offerings.

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 Sales Management major would be a part of the existing B.S. in Commerce program. The major would be housed in the Commerce Department where the B.S. in Commerce is now housed. The faculty teaching courses in the new major would be existing Commerce faculty. A new faculty member would be added in year three to support program growth. The hierarchy of the administration would be the department chair, regional associate dean, and regional dean

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.

The lead administrator would be Ted Light, Associate Professor & Chair, Department of Commerce. The chair is responsible for scheduling and staffing all of department's courses.

Light DV – Fall 2018

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

The CLAAS Curriculum Committee supports the development and maintenance of curriculum in the division. Members of CLAAS departments comprise the committee appointed for two-year terms. The committee is chaired by a CLAAS associate dean.

4.2 Program development

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

This program aligns with vision of adding professional programs to Miami's offerings.

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.

With the creation of the Sales Management degree program, Miami will be able to add significant value to the regional sales workforce and directly address employee preparation issues in the sales industry. Studies have found that many workers enter the sales workforce without adequate training or academic preparation. According to Section One of the Sales Education Foundation report "Building a University Sales Program": Over 50% of US college of business graduates entering the workforce, regardless of their major, find professional selling as their first career. Florida State University's Sales Institute research puts the percentage of marketing majors accepting a job in sales as high as 88% and as high as 60% for all other business majors.

Students from university sales programs, when compared to their non-sales educated peers:

- o Ramp up 50% faster with standard company training
- o Turn over an average of 30% less
- o Save companies approximately \$200,000 per hire within the first 18 months of employment •

Graduates of sales programs experience, on average, over 90% job placement..

In spite of the importance of sales as a job opportunity for business school graduates, less than three percent of U.S. colleges and universities even offer a sales program. Currently, only three Ohio schools offer sales or sales management programs, and none of them are in the Greater Cincinnati region. The University of Dayton offers students who major in marketing the opportunity to add a "sales emphasis" to their marketing major by taking two additional courses in professional selling and sales management. The University of Akron offers a B.B.A. Sales Management degree and the University of Toledo offers a B.B.A. in Professional Selling. Both programs include courses in professional selling, sales management, negotiation and business-to-

business marketing. A certificate and minor are also offered in professional selling. While these programs are somewhat similar to the Sales Management program we propose to create neither one is offered online, thereby restricting their respective markets to the Akron and Toledo areas. By establishing the proposed Sales Management program, Miami would house the most comprehensive and accessible sales program in the state of Ohio. Sales management is a large and growing occupational field at both the national and regional level. Nationally, the U.S. Bureau of Labor Statistics (BLS) Occupational Outlook Handbook reports there were 385,000 sales management jobs in 2017 with a median pay of \$121,060 per year and that the typical entry-level education for those positions was a bachelor degree. For the period of 2016 to 2026, the BLS forecasts that 28,900 sales management jobs would be added, representing seven percent growth. On a regional level, two recent studies made growth and employment projections for our area: (1) Ohio Department of Family Services: 2018 Ohio Job Outlook, Southwest Ohio Economic Development Region 5; and (2) The Greater Cincinnati/Northern Kentucky Regional Indicators Project, Jobs Outlook 2020 Report. Sales manager positions in southwest Ohio (Butler, Clermont, Hamilton and Warren Counties) were projected to grow 9.4 percent for the ten-year period from 2008 to 2018. This compares very favorably with a projected growth of 1.6 percent for all management occupations and 5.1 percent for all occupations. In the number of jobs created, the growth of sales manager jobs is the third highest for the region. There are sixty-six annual openings in the area, fourth among all managerial occupations (Ohio Department of Family Services: 2018 Ohio Job Outlook, Southwest Ohio Economic Development Region 5). Sales manager positions were forecast to grow 32 percent for the ten year period from 2010 to 2020 for the greater Cincinnati area (Cincinnati Metropolitan Statistical Area (MSA)). This again compares very favorably to a growth projection of 11 percent for all occupations and a projected decline of 9 percent for all management occupations. The Cincinnati MSA includes 15 counties: Brown, Butler Clermont, Hamilton and Warren Counties in Ohio; Dearborn, Franklin and Ohio Counties in Indiana; and Boone, Bracken, Campbell, Gallatin, Grant, Kenton and Pendleton Counties in Kentucky (The Greater Cincinnati/Northern Kentucky Regional Indicators Project, Jobs Outlook 2020 Report).

Employment & Wage Data about Sales Managers

Wage data for sales management shows sales management to be approximately 3 times the average BLS reported wage of \$44,600, and it is one of the highest paying business occupations.

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 new major was reviewed with the Commerce Department Advisory Council

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.

Not applicable.

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.

No institutions within a 30-mile radius offer a similar program

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.

The B.S. in Commerce was designed as both a completion degree as well a stand-alone program. The structure of the degree allows for 35 free electives which are helpful for transfer students

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.

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.

Current student administrative services are sufficient to support the program.

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.

There are current student academic service resources to support the program.

Currently first year CMR majors are advised by the regional professional advising staff. After the first year CMR majors are assigned to full time CMR faculty for advising. An additional staff person was also recently hired to assist in CMR major advising. The BS in Commerce is structured with eleven core courses that all majors must take and six courses in the major. This structure allows CMR faculty to utilize a significant amount of existing experience in advising for new majors.

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.

For information, contact the Department of Commerce at Voice of America Learning Center Room 117, 513-785-7706.

Commerce is the broad system of organizations producing goods and services for their markets to satisfy their stakeholders. The Bachelor of Science in Commerce and Sales Management major draws courses from a variety of disciplines to prepare students to work in sales/sales management as well as other organizations in managerial and staff capacities. Students are allowed only one CMR major. Double majors are not permitted.

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 Core courses						
CMR 101	3					Existing
CMR 105	3					Existing
CMR 108	3					Existing

CMR 111	3					Existing
CMR 207	3					Existing
CMR 211	3					Existing
CMR 244	3		IIIB			Existing
CMR 282	3		V			Existing
CMR 302	3					Existing
CMR 485	3					Existing
STA 261	4		V			Existing
Major Required courses						
CMR 261	3	■				Existing
CMR 263	3	■				Existing
CMR 301	3	■				Existing
CMR 362	3	■				New
CMR 363	3	■				New
CMR 461	3	■				New
Credit hours	52					
ADDITIONAL REQUIREMENTS						
Global Miami Plan	27					
MPT -Thematic Sequence	9					
Electives	36					
Total degree 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.**

[General Bulletin](#)

- 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.)
	CMR 111 (3)		CMR 101 (3)
	ENG 111 (3)		CMR 108 (3)
	MPF IV (3-4)		STA 261 (4)
	MPF IIA (3)		MPF IIB (3)
	Elective (3)		MPF III (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.)
	CMR 105 (3)		CMR 263 (3)
	CMR 207 (3)		CMR 244 (3)
	CMR 211 (3)		CMR (3)
	MPF IIC (3)		MPF IV (3-4)
	Elective (3)		Elective (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.)
	CMR 302 (3)		CMR 301 (3)
	CMR 261 (3)		CMR 363 (3)
	MPT Thematic Sequence (3)		MPT Thematic Sequence (3)
	MP – AW Advanced Writing (3)		Elective (3)
	Elective (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.)
	CMR 461 (3)		CMR 495 (3)
	CMR 362 (3)		MPT Thematic Sequence (3)
	MP- IP (3)		Elective (3)
	Elective (3)		Elective (3)
	Elective (3)		Elective (3)

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:

[Department of Commerce Assessment Plan 2019](#)

- 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.
- 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.
- Describe how you intend to evaluate the learning outcomes by means of the assignment(s)—e.g., rubric(s), scoring guides, or answer key(s) to exam.
- 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.
- Describe how you intend to collect student perceptions of their achievement of the program learning outcomes.
- Describe your plans for regular (annual or biennial, depending on program size) collection and summary of data.
- 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.

- 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.

CMR Assessment Committee

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.

Annual job placement Employer surveys.

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.

Associate & Assistant Professor, Professor, TCPL, and adjunct

Describe the credentialing requirements for faculty who will be teaching in the program (e.g., degree requirements, special certifications or licenses, experience, etc.). Note whether you will be using traditional qualifications (i.e., instructor has a degree at least one level above and directly related to the level of the courses being taught) or tested experience qualifications. Please make sure that the [tested experience qualifications](#) have been approved.

Not applicable.

The faculty teaching in this program will abide by Miami's [overload teaching policy](#)

Indicate whether the department will need to hire additional faculty to begin the proposed program. If additional faculty members are needed, describe the appointment process (by referencing Miami's [search and appointment procedures](#)) and provide a timeline for hiring such individuals.

An additional full time faculty member (TCPL) will be added in year three to support program growth..

8.2 Program faculty

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

Full-time: 13

Less than full-time: 12

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: 2

8.3 Expectations for professional development/scholarship

Miami's tenure-eligible faculty are expected to produce high-quality scholarship for promotion and tenure (see [policy library](#)). Teaching faculty, visiting and part-time faculty are not expected to engage in scholarly activity. However, all faculty are provided opportunities for professional development such as programming offered by the Center for Teaching Excellence and the Howe Center for Writing Excellence. Tenure-eligible faculty are provided additional support for research and creative activity, such as [assigned research appointments](#).

Indicate the department's support (including financial) provided for such activities.

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).

The library assisted in assessing market needs.

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

None required.

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.

None required.

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.

N/A

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.

Sales Management Major – Fiscal Impact Document

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.

We expect to add 50-75 net new majors per year for the first three years of the program.

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	
B	
C	
D	
E	
F	
G	

Miami University is committed to continual support of the delivery of the [DEGREE] in [MAJOR]. 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.

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

Respectfully,

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.



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June 19, 2020
 Consent Calendar

RESOLUTION R2020-51

WHEREAS, University Senate on April 27, 2020 passed SR 20-21, endorsing a proposed degree, a Masters in Entrepreneurship and Emerging Technology, with a major in Entrepreneurship and Emerging Technology, College of Creative Arts.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees hereby approves the establishment of a Masters in Entrepreneurship and Emerging Technology, with a major in Entrepreneurship and Emerging Technology, College of Creative Arts.

*Approved by the Board of Trustees
 June 19, 2020*

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


EXECUTIVE COMMITTEE of UNIVERSITY SENATE

Dana Cox, Chair
James Bielo, Chair-elect

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

May 19, 2020

To: Gregory P. Crawford, President
From: Jeffrey Wanko, Secretary of the University Senate
Re: Degree Program Approval
SR 20-21, Masters in Entrepreneurship and Emerging Technology, with a major in Entrepreneurship and Emerging Technology, College of Creative Arts

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 April 27, 2020, University Senate adopted SR 20-21:

BE IT HEREBY RESOLVED that University Senate endorse the proposed degree, Masters in Entrepreneurship and Emerging Technology, with a major in Entrepreneurship and Emerging Technology, College of Creative Arts.

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 Masters in Entrepreneurship and Emerging Technology, with a major in Entrepreneurship and Emerging Technology, College of Creative Arts.

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

June 1, 2020

Gregory P. Crawford, President

Date

cc: Dana Cox, 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

New Program Proposal

Master in Entrepreneurship and Emerging Technology

Last edit: Fri, 20 Mar 2020 13:18:50 GMT

Contact(s)

Name	Phone	Email
Glenn Platt	529-2808	plattgj@miamioh.edu
Brett Smith	529-9744	smithbr@miamioh.edu

General Bulletin Edition

2020-2021

Proposed start date

Fall 2020

Level

Graduate

Program Type

Degree AND Major

Delivery site(s)

Oxford

Department

Emerging Technology in Business & Design

Related Department

Entrepreneurship

College

College of Creative Arts

Related College

Farmer School of Business

General Bulletin Title

Entrepreneurship and Emerging Technology- Master in Entrepreneurship and Emerging Technology

Educator Preparation Programs:

Indicate the program request leads to educator preparation licenses or endorsements

Licensure:

No

Endorsement:

No

Rationale for the proposal

This degree expands on the successful partnership between Emerging Technology in Business + Design (ETBD) and Entrepreneurship (ESP) as well as both programs' success with the Digital Innovation workshops in San Francisco and Cincinnati. As Miami University begins a period of developing new strategic directions, the scholarly areas represented by this degree will play a significant role in defining new areas of interest for Miami graduate students.

The Master's in Entrepreneurship and Emerging Technology (MEET) addresses the needs of the emerging twenty-first-century economy by developing technology-driven entrepreneurial expertise in tech startups. The ETBD and ESP undergraduate programs have already established a strong reputation in these areas. Both programs are ranked in the Top 20 in their respective areas by Princeton Review, and both have seen extraordinary demand (with ETBD enrolling nearly 1000 students in degree programs and ESP enrolling approximately 300). The successful San Francisco Digital Innovation (SFDI) program has served as a testbed for a graduate degree, effectively offering a mini-graduate degree by having seniors spend an entire semester building depth in the innovation economy through experience. The demand for SFDI as well as the success of its graduates demonstrate the potential for deeper experience-driven opportunity than a traditional undergraduate degree.

One of the unique qualities of both of these programs is that they offer a set of skills that, when paired with another area of expertise, create new opportunities. As such, the notion of a graduate degree that could be layered on an undergraduate degree in a complementary area creates significant depth and expertise that is of great interest in the employment marketplace. Nearly any degree would be complemented by graduate depth in entrepreneurship and emerging technology.

We anticipate significant interest in this degree both within and outside of Miami University. As new growth in today's economy is fueled by tech startups and as the startup community grows, Miami has the opportunity to help develop the next generation of tech leaders.

Introduction

Brief summary of the request

The Master's in Entrepreneurship and Emerging Technology is a joint graduate proposal between the College of Creative Arts and Farmer School of Business. Tied directly to the University's "Boldly Creative" initiative, this degree (and associated graduate certificate) builds on ETBD and ESP's success in the technology entrepreneurship domain.

The proposed Master's is 30 hours, which embeds a graduate certificate which we anticipate

serving as a recruiting tool for the full Master's degree. The degree and all courses within will be offered online (with the exception of an on-ground brief bootcamp) and will have four target audiences: i) ETBD or ESP students pursuing a 3+1, ii) Miami students outside of ETBD/ESP looking to complement their degree with a 4+1 or 3+1, iii) Non-Miami students outside of ETBD/ESP looking to complement their degree with a 4+1 or 3+1 and iv) working professionals looking to switch jobs or advance in-place by developing depth in high-demand new economy skills.

There are three elements to the Master's degree: Core, Community, and Connection:

The Core requirements include 18 credit hours of graduate fundamentals in Emerging Technology and Entrepreneurship. Students will take 3 ESP courses and 3 IMS courses.

The Community requirements include 3 credit hours of introduction to community ecosystems and bootcamps. There is a 1 credit course introducing the community ecosystem and then a 2 credit hour, on-ground (one week) bootcamp where the students develop significant depth in a chosen area of focus, with all-day courses team-taught by Miami faculty and industry experts.

The Connection requirements includes a 6 credit hour professional mentorship/internship experience which is simultaneously taken with a 3 credit hour culminating research project course. Both of these requirements involve weekly meetings with faculty and professional mentors.

Accreditation

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.

N/A

Academic Leadership

Organizational structure

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

The Master's and Graduate Certificate will be managed by Emerging Technology in Business + Design, with significant support from the Entrepreneurship Program. The Graduate Directors for this degree will be Glenn Platt and Brett Smith (or other designees from ETBD

and ESP). The Primary Dean with oversight over this degree will be the CCA Dean, in consultation with the FSB Dean. Instructional Staff will report to the Graduate Directors.

Provide the title of the lead administrator for the proposed program and a brief description of the individual's duties and responsibilities.

The co-lead administrators are Glenn Platt and Brett Smith. Glenn Platt is C. Michael Armstrong Chair, Director, and Professor of Marketing and Emerging Technology in Business + Design. Brett Smith is the Cintas Chair and Professor of Marketing and Entrepreneurship. Together, they are responsible for admissions, quality assurance, staffing, and promotion of this program in cooperation with a host of faculty and staff instructors and program managers.

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.

There will be a joint graduate committee made up of members of ETBD and ESP, chaired by Professors Platt and Smith, that will meet regularly to oversee and assess the programs. This committee will also oversee the summit described in the assessment portion of this proposal.

Program development

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

Emerging Technology, Innovation, and Entrepreneurship have been identified by President Crawford, The Board of Trustees, and the academic leadership team (COAD) as critical elements to Miami University's strategic plan. These areas were explicitly highlighted in the Boldly Creative Initiative, the recently launched Strategic Planning Process, and each of President Crawford's State of the University Addresses. This Master's degree and associated graduate certificate have been reviewed in conjunction with the institution's leadership team so that they would be tightly aligned to the strategic direction of the university.

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.

Analysis can be found here:

<https://docs.google.com/document/d/1CFG7hc7MyD6pdnyVMpj5rEDRkUiR0LuuLE0h518G16A/edit?usp=sharing>

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.

We have discussed this proposal with the ESP advisory board, a group of successful alum entrepreneurs, who were supportive of the proposal and recognized the market demand for such a program. This proposal was also discussed with members of Miami alumni network in Silicon Valley/Bay Area with expertise in emerging media and entrepreneurship. These alums were also supportive and offered to assist in the instruction and mentorship aspects of the degree.

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

Collaboration with other Ohio institutions

Indicate opportunities for collaboration with Chancellor's Council on Graduate Studies (CCGS) member institutions.

None

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

Student Services

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.

Non-Miami students are required to have an undergraduate degree with a GPA of at least 2.5 and two recommendation letters. GRE or GMAT scores are optional, but suggested.

Miami students who are pursuing the +1 options must have completed 64 hours, have a GPA of 3.25, and three letters of recommendation.

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.

Present student administrative services are sufficient for this program.

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.

Students will need support from Rinella Learning Center, Student Counseling Services, The Howe Writing Center, and Student Disability Services (SDS), all as needed. Any remote location for on-ground classes will be supervised by an on-site staff or faculty member who will work with SDS to ensure all locations are ADA Compliant.

Curriculum

Introduction

Description of the program to display in the *General Bulletin*.

The Master's in Entrepreneurship and Emerging Technology positions students for success in creating or working for new economy organizations that leverage digital technology. The program provides a foundation in entrepreneurial best practices, finance, and creativity that is supported with technology expertise in advanced digital marketing, usability testing, and programming. All of this prepares a student to create an emerging media business or propel an existing business on the frontiers of our economy with practical work experience.

Program goals and learning outcomes

List the specific student learning outcomes that students are to achieve by the time they complete this program.

Student learning outcomes

Outcome:	
SLO #1	Develop a feasible model for an emerging media startup grounded in UX research and supported with a digital marketing plan.

Outcome:	
SLO #2	Create a digital prototype of an emerging media product or platform and validate the prototype.
SLO #3	Apply a depth of practical methods in the management of an emerging media organization. Specifically, a depth in building a tech startup, programming, design, or tournament organization.
SLO #4	Implement emerging media best practices in a practical experience with an organization that leverages emerging technology to meet actual business needs.

Describe how the Program Learning Outcomes are operationalized in the curriculum.

SLO #1 is developed in the Core of the degree. ESP 670 and 544 provide the startup/finance foundation, while IMS 519 and 513 provide the UX, digital marketing, and prototyping foundation. Collectively, they all form a model to be developed and grounded.

SLO #2 is met with the completion of ESP 651 and IMS 617 in the Core. These two courses provide the creative foundations to build a prototype and the programming/development skills to produce it. IMS 513 also provides context for validation.

SLO #3 is met with IMS 591, IMS 592, or IMS 593. Each of these, respectively, provides a "specialty" within the degree. By choosing one of these, the student will have a specific depth of expertise in the actual management of that aspect of an emerging media organization.

SLO #4 is operationalized in nearly every class in the program, but culminates in the two-part Connection portion of the degree: first developing a mentor relationship with a professional and applying that in a practicum (IMS 640) followed by the second part, IMS 652, the student's research project that is grounded in their practicum.

Course offerings (with Course Description)

Core Foundation (All Online)

ESP 544 (3) Creativity & Innovation
 ESP 651 (3) Venture Capital and Finance
 ESP 670 (3) Introduction to Entrepreneurship
 IMS 513 (3) Introduction to Usability Research
 IMS 519 (3) Digital Marketing & Growth Hacking
 IMS 617 (3) Web and Prototype Development

Community (Takes Place in San Francisco Over 7 Days)

IMS 585 (1) Startup Ecosystems
 IMS 591 or 592 or 592 (2) All-Day Bootcamp in Either Growth Hacking, Startup Design, or Programming/Development

Connection (All Online or Can Take Place in San Francisco and with Industry & Miami Mentorship)

IMS 640 (6) Internship/Coop

IMS 652 (3) Culminating Project

Total Credit Hours: 30

Thesis

Non-Thesis

Non-Thesis Explanation

IMS 652 is the Masters Degree's culminating project course. Students will be taking this course simultaneously with their internship and this course is designed to build on that experience. Students will work with their faculty member and their internship hosts to identify a new product/service that holds opportunity for their company. The student will then research, propose, and, to the extent possible, build the proposed product/service. The final research proposal will be formally presented to their client and submitted as a written scholarly report.

Alternative delivery options

More than 50% of the program will be offered using a fully online delivery model

Describe the delivery model

The core and connection courses will be offered entirely online. The community courses will be offered at a bootcamp on-ground for one-week, at least once per year.

Off site program components

Co-op/Internship/Externship

Brief description of Co-op/Internship/Externship component

The internship/mentorship course requires students to be in a full-time internship, meriting 6 hours of credit. The internships will be identified and coordinated by staff and supervised by faculty, who will have biweekly sessions with both the student and their employer to review learning outcomes, issues, and opportunities. This is building on the already successful model in the San Francisco and Cincinnati Digital Innovation Centers, where we have nearly 30 undergraduates in similar semester-long internships. We already have well-honed practices with regard to internships that will transfer easily to graduate students, including internship contracts, reporting structure, evaluation instruments, and extensive corporate relationships. Specifically, internship contracts are MoUs that will then be tied to specific learning outcomes from the experience. This is true regardless of whether the internship is new for the student or if the internship is in-place at their job. Students will build an internship portfolio that demonstrates their ability to meet the objectives of the MoU as well as guides a structured set of reflection and assessment to situate their experience.

CCA is hoping/planning to hire a new staff/faculty member with the role of "Internship Coordinator" to oversee internships in this program (among others). Students participating in this internship course will be subject to Miami University's new Internship Policy (to which this proposal is compliant).

Assessment and Evaluation

Program assessment

Upload a copy of the assessment requirements/plan

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.

As articulated above, the learning objectives for this program are:

SLO #1 Develop a feasible model for an emerging media startup grounded in UX research and supported with a digital marketing plan.

SLO #2 Create a digital prototype of an emerging media product or platform and validate the prototype.

SLO #3 Apply a depth of practical methods in the management of an emerging media organization. Specifically, a depth in building a tech startup, programming, design, or tournament organization.

SLO #4 Implement emerging media best practices in a practical experience with an organization that leverages emerging technology to meet actual business needs.

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.

There are three culminating points of assessment in this program: The first is the Bootcamp in the Community portion of the degree. This is the first point in the curriculum where the students will be connecting their core courses into a single perspective with a practical application. These bootcamps will have daily exams (since they are all-day classes) to assess progress and ability to integrate the core.

The second point of assessment is the practicum (IMS 640). In this case, they will be assigned a mentor who will be using rubrics to regularly evaluate the aforementioned integration in a practical context - a real workplace.

Lastly, IMS 652 will be where they connect the integration/depth of the first assessment

point above with the second and identify a research project related to their practicum. The project itself is ultimate artifact to assess the degree.

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.

SLO #1 is developed in the Core of the degree. ESP 670 and 544 provide the startup/finance foundation, while IMS 519 and 515 provide the UX, digital marketing, and prototyping foundation. Collectively, they all for a model to be developed and grounded. Assessment of SLO #1 will be based on traditional exams via answer key but also with rubric/review of interface development in 519/515, where their business modeling will be evident.

SLO #2 is met with the completion of ESP 651 and IMS 617 in the Core. These two courses provide the creative foundations to build a prototype and the programming/development skills to produce it. IMS 515 also provides context for validation. Rubrics will be used in 617 (in addition to exam keys) to assess the quality of prototypes.

SLO #3 is met with IMS 591, IMS 592, or IMS 593. Each of these, respectively, provides a "specialty" within the degree. By choosing one of these, the student will have a specific depth of expertise in the actual management of that aspect of an emerging media organization. This will be largely assessed in the bootcamp portion of the degree via rubric related to final projects.

SLO #4 is operationalized in nearly every class in the program, but culminates in the two-part Connection portion of the degree: first developing a mentor relationship with a professional and applying that in a practicum (IMS 640) or followed by the second part, IMS 652, the student's research project that is grounded in their practicum. Practicum assessment will occur via survey, structured conversations, and formal feedback requests from all internship hosts.

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.

We will assess 30% or 15 random students (whichever is larger).

Describe how you intend to collect student perceptions of their achievement of the program learning outcomes.

We will conduct standard mid-term and final course evaluations, but will also have a program survey that is completed by the student, by their mentors, and by the company that the students works with for their practicum. We will also conduct a survey of graduates once they have been in the workplace three years post-graduation.

Describe your plans for regular (annual or biennial, depending on program size) collection and summary of data.

Data will be collected annually, in compliance with HLO standards.

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.

All faculty teaching in the program, as well as professional guest lecturers, will be asked to convene for a curriculum summit every summer. This will likely be an online webinar, given the nature of the curriculum. This summit will review evaluations, but also elicit industry feedback about the state of the industry and curriculum/pedagogy will be adjusted.

Identify who will be responsible for creating and submitting an annual assessment report to the assessment coordinator at the end of each academic year.

The Co-Directors from ETBD and ESP.

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., 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.

As mentioned earlier, there will be surveys of mentors and practicum employers. There will also be alumni surveys three years after graduation as well as constant industry feedback at the annual summit.

Faculty

Faculty appointment policies

Describe the faculty designations available (e.g., professor, associate professor, adjunct, instructor, clinical, etc.) for the proposed program's faculty.

All possible faculty designations could be engaged in this program. The primary faculty for this program will those teaching the core courses, who would all be tenure-track faculty possessing terminal degrees. But the community and connection courses may be team-taught by one of our tenure-track faculty and an industry professional, serving as adjunct or clinical faculty.

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

All faculty with either a) have a terminal degree, b) have a Master's degree and at least five years relevant industry experience, or c) All other faculty will meet the ETBD and ESP tested experience criteria which have been approved by the Provost.

Indicate whether the department will need to identify additional faculty to begin the proposed program. Also indicate the workload implications of the proposed program for existing faculty in the department. In particular, for existing faculty, explain how their workload will be adjusted to teach courses within the new program.

The staffing needs of this program will be met three ways:

1. Faculty teaching core courses will be teaching as overload using the same model that Miami University uses for the PMBA program.
2. Faculty teaching *some* of the courses, will be teaching them as cross-listed 5XX/4XX courses, so they will be in-load with their existing teaching loads.
3. We will need to reassign one faculty, full-time, to teach and manage the community and connection courses. This will require a VAP to replace that person in the ETBD curriculum.

Program faculty

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

Full-time:

8

Less than full-time:

5

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

Full-time:

2

Less than full-time:

0

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.

The professional nature of this program requires that all involved remain on the forefront of industry practice. As such, a budget will be established to support all faculty (regardless of

rank) professional development activities that directly inform their classes and advance the frontiers of the degree.

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). Please list the name of the librarian consulted.

We have consulted with John Millard and Dean Conley about this program.

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

There are no direct resources from the libraries required of this program.

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.

None

Budget, Resources, and Facilities

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.

Since this program is online, facility resources can be broken down into two categories: online resources and on-ground resources:

Online Resources: Miami's e-learning resources, including Canvas and supporting software, Instructional Design, and IT support. AIMS also has a designated a staff member as the "E-Learning Coordinator," responsible for ensuring best practices are being followed and instructional design support is provided.

On-ground resources: AIMS/ESP have full infrastructure support for the on-ground portion of the San Francisco program - specifically staff - supporting the internship portion of this

curriculum.

There are no net new library resources needed to support this online degree.

Describe the institution's intent to incorporate library orientation and/or information literacy into the proposed program. In your response, describe any initiatives (e.g., seminars, workshops, orientations, etc.) that the institution uses or intends to use for faculty and students in the program.

Information literacy undergirds nearly every course in this curriculum. As an internet/digitally-oriented program, all aspects of the curriculum and experience involve information literacy, which our faculty are well-versed to advance.

Budget/financial planning

Upload Fiscal Impact Statement for New Degree Programs

Budget for MS and Certificates for IMS & ESP.xlsx

Use narrative to provide additional information as needed

Budget/Fiscal Impact Statement for all programs related to this one can be found here:
<https://docs.google.com/spreadsheets/d/1rjN9vB7oUmhIK4UJVen3D9pSqX7dy34w4QMCVBkXgzo/edit?usp=sharing>

Additional Graduate Information

Describe the prospective enrollment for this program.

The steady-state target for enrollment in this program is 50 students. We project a four-year ramp-up period to reach this target, beginning with 20 students and adding 10 per year.

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

In STEM disciplines (such as ETBD), women and people of color are significantly underrepresented groups. That said, the ETBD undergraduate program is slightly majority female and, relative to Miami, has more non-white students. We will look to recruit from our existing students, of course. We will also be reaching out to special-interest groups, such as "Girls Who Code" and/or business-orientated greek organizations.



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June 19, 2020
 Consent Calendar


RESOLUTION R2020-52

BE IT RESOLVED: that the Board of Trustees hereby approves the following faculty for tenure:

Dr. Beena Sukumaran
 Dean, College of Engineering and Computing
 Professor of Mechanical and Manufacturing Engineering
 Effective August 1, 2020

Dr. Jenny Darroch
 Dean and Mitchell P. Rales Chair in Business Leadership, Farmer School of Business
 Professor of Marketing
 Effective July 1, 2020

*Approved by the Board of Trustees
 June 19, 2020*



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



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June 19, 2020
Consent Calendar

RESOLUTION R2020-53

Resolution of Appreciation for Dean Marc Rubin

WHEREAS, Dean Marc Rubin served as Dean of the Farmer School of Business, and Mitchell P. Rales Chair in Business Leadership; and

WHEREAS, he also served as the PwC Professor of Accountancy, and Chair of the Farmer School of Business's Accountancy Department; and

WHEREAS, Dean Rubin will be retiring after a long, respected and distinguished career; and

WHEREAS, he received his Ph.D from the University of Texas at Austin, his Master's Degree in Accounting from The University of Illinois at Urbana-Champaign, and his Bachelor of Science, studying Accountancy, at Miami University, and joined Miami University in 1990 as an assistant professor of Accountancy; and

WHEREAS, in addition to his scholarly expertise, he also brought with him to Miami University experience as a Staff Auditor, Senior Auditor and Computer Auditor, with Arthur Young & Co; and

WHEREAS, Dean Rubin is renowned for his leadership and now serves as the President of the American Accounting Association; and

WHEREAS, he has been published in many leading journals, including The Accounting Review, Journal of Accounting and Public Policy, and Research in Government & Nonprofit Accounting; and

WHEREAS, Marc has also authored research reports for the Financial Accounting Foundation and Governmental Accounting Standards Board; and

WHEREAS, he has been honored by the Government and Nonprofit Section of the American Accountancy Association with it's Enduring Lifetime Contribution Award; and

WHEREAS, Marc has also been honored regionally by Cincinnati Magazine with the Outstanding Educator Award; and

WHEREAS, his leadership has resulted in national rankings for both the Accountancy Department and for the Farmer School of Business; and

WHEREAS, during his tenure at Miami he has been a true university leader and was instrumental in Miami consistently achieving a top ten ranking from U.S. News and World Report for its highly renowned commitment to undergraduate teaching.

NOW, THEREFORE BE IT RESOLVED, that the members of the Miami University Board of Trustees do hereby express to Dean Marc Rubin their sincere gratitude and warm regard for his service and leadership to Miami University; and

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

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

*Approved by the Board of Trustees
June 19, 2020*



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



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June 19, 2020
 Consent Calendar

RESOLUTION R2020-54

Resolution of Appreciation for Dean Marek Dollár

WHEREAS, Dean Marek Dollár served as Dean of the College of Engineering and Computing, Professor of Engineering Science; and

WHEREAS, he was Miami's founding dean of the School of Engineering and Applied Science in 2000, which became today's College of Engineering and Computing in 2013; and

WHEREAS, Dean Dollár will be transitioning from his role as dean, after two decades of respected and distinguished service; and

WHEREAS, he received his Ph. D., in Engineering Science, with a specialty in the Physics of Metals and Physical Metallurgy, from AGH University of Science and Technology, Krakow, Poland; and his Bachelor and Master of Science degrees also from AGH University of Science and Technology, with a specialty in Applied Nuclear Physics; and

WHEREAS, Dean Dollár is internationally renowned for his leadership, and has served as the Chairman of the Board, Polish Institute of Science and Culture - Polish University Abroad; was awarded the Cavalier's Cross of the Order of Merit of the Republic of Poland, presented in recognition of his exceptional contributions to international cooperation; and currently serves as Honorary Consul of the Republic of Poland in the United States; and

WHEREAS, Marek has been published in leading journals, served on many editorial boards, was inducted into the Order of the Engineer, and is an ASM International Fellow; and

WHEREAS, he has been honored with the President of the Republic of Poland Professor of Engineering Science Award; and

WHEREAS, Marek served as Chair of the National Panel: "ABET 2000, First Experiences," Gordon Conference on Materials Science and Engineering, and on the National Panel on the Future of Engineering Education; and

WHEREAS, his leadership has resulted in a national ranking for Miami's College of Engineering and Computing; and

WHEREAS, during his tenure at Miami he has been a true university leader and was instrumental in Miami consistently achieving a top ten ranking from U.S. News and World Report for its highly renowned commitment to undergraduate teaching.

NOW, THEREFORE BE IT RESOLVED, that the members of the Miami University Board of Trustees do hereby express to Dean Marek Dollár their sincere gratitude and warm regard for his service and leadership to Miami University; and

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

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

*Approved by the Board of Trustees
June 19, 2020*



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



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June 19, 2020
 Consent Calendar

RESOLUTION R2020-55

Resolution of Appreciation for
 Vice President James T. Oris

WHEREAS, Vice President James T. Oris served as Miami's first ever Vice President for Research and Innovation; and

WHEREAS, Vice President Oris also served as Associate Provost for Research and Scholarship, and Dean of the Graduate School; and

WHEREAS, Vice President Oris will be retiring after a long, respected and distinguished career; and

WHEREAS, he received his doctorate from Michigan State University, and joined Miami University in 1986 as an assistant professor of zoology; and

WHEREAS, Vice President Oris is renowned internationally for his remarkable and esteemed research on the ecological toxicology of organic chemicals in aquatic systems; and

WHEREAS, he was awarded the title of University Distinguished Professor of Biology by Miami University's Board of Trustees in 2013; and

WHEREAS, Jim was also awarded another of Miami's most significant recognitions to faculty, for contributions attesting to qualities of teaching, research and service. The Benjamin Harrison Medallion named for Benjamin Harrison, the 1852 Miami graduate and 23rd president of the United States; and

WHEREAS, he led the initiative to form the office of research for undergraduates in King Library to coordinate research activity by undergraduate students across the university and market programs to current and prospective students; and

WHEREAS, Jim has also led the initiative to expand research campus-wide, reaching a level not achieved in over a decade; and

WHEREAS, he has been instrumental on the creation of the Miami University - Air Force Research Laboratory Research Technology Commercialization Accelerator, to review a portfolio of more than 1,000 patents for potential commercial use for the public good; and

WHEREAS, Jim has steadfastly supported and strengthened the special relationship with the Miami Tribe of Oklahoma, a tangible symbol of which is the Myaamia Heritage Logo; and

WHEREAS, during his tenure at Miami he has been a true university leader and was instrumental in Miami consistently achieving a top ten ranking from U.S. News and World Report for its highly renowned commitment to undergraduate teaching.

NOW, THEREFORE BE IT RESOLVED, that the members of the Miami University Board of Trustees do hereby express to Vice President James T. Oris their sincere gratitude and warm regard for his service and leadership to Miami University; and

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

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

*Approved by the Board of Trustees
June 19, 2020*



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


EXECUTIVE COMMITTEE of UNIVERSITY SENATE

Dana Cox, Chair

James Bielo, Chair-elect

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

June 19, 2020

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

Executive Committee of University Senate membership:

- Dana Cox, (Mathematics), Chair
- James Bielo, (Anthropology), Chair-Elect
- Chip Hahn, (Speech Pathology and Audiology), at-large member
- Jaylen Perkins (Student Body President), undergraduate
- Ikaika McKeague-McFadden, graduate student
- Jason Osborne, Provost, Chair of University Senate
- Jeffrey Wanko, (Associate Provost), Secretary of University Senate
- Becky Sander (Executive Assistant for Admin Services), Recording Secretary

The following summarizes items of University Senate Business conducted since the Executive Committee submitted a report to the Board of Trustees on February 21, 2020.

- **New Business, Specials Reports and Updates delivered to University Senate:**
 - **February 24, 2020**
 - Sustainability Committee Update – Helaine Alessio and Suzanne Zazycki, Co-chairs
 - Senate Reapportionment – Joe Carlin and Gerald Granderson, Governance Committee
 - Redefining SR 14-01 – Carolyn Haynes, Associate Provost
 - Resolution regarding changing governance – Senator Tom Poetter
 - **March 9, 2020**
 - Classics Program Deletion – Terri Barr, Professor, Marketing, Process Coordinator
 - Amorous Relationships Policy – Dana Cox, Chair, Senate Executive Committee
 - Academic Program Evaluation, Improvement & Prioritization – Presentation – Stacey Lowery Bretz, University Distinguished Professor
 - **March 16, 2020**
 - Global Miami Plan Revision – Shelly Jarrett Bromberg – Director, Office of Liberal Education
 - Academic Program Evaluation, Improvement & Prioritization – Discussion – Stacey Lowery Bretz, University Distinguished Professor
 - **March 30, 2020**
 - Academic Program Review - Presentation – Bill Knight – Director, Office of Institutional Research and Effectiveness
 - SR 20-11 Robotics Engineering Major, B.S. Engineering

- Family Science Program Elimination – Paul Flaspohler, Associate Professor, Psychology – Process Coordinator
- Entrepreneurship Department Creation – Paddy Dowling, Chair Mathematics – Process Coordinator
- Course Evaluations – Additional Questions - Spring 2020 – Jeffrey Wanko, Associate Provost
- **April 6, 2020**
 - Associated Student Government Report – Jaylen Perkins, President, ASG
 - Amorous Relationships Policy - Discussion
 - Changes to Senate By Laws 8A and Curriculum Process – Discussion
 - Changes to Senate By-Laws regarding Executive Committee – Discussion
 - End of Semester Course Evaluation Questions
 - Academic Program Review
- **April 13, 2020**
 - Budget Symposium – Provost Jason Osborne and Dr. David Creamer, Sr. V.P. of Finance and Business Services
- **April 20, 2020**
 - SR 20-15 - Academic Program Review
 - SR 20-16 - End of Semester Course Evaluation Questions
 - SR 20-17 – T/TT Dossier Guidelines Revision
 - SR 20-18 – TCPL Dossier Guidelines
- **April 27, 2020**
 - SR 20-20 - Sales Management Major, Bachelor of Science in Commerce – Ted Light – Chair, Commerce
 - SR 20-21 – Entrepreneurship and Emerging Technology, Master in Entrepreneurship and Emerging Technology
 - SR 20-19 – Proclamation – Rodney Coates and Gaile Pohlhaus
 - SR 20-22 – Senate ByLaws Executive Committee – Revisions to SR 20-14
- **May 4, 2020**
 - SR 20-19 – Proclamation – Rodney Coates and Gaile Pohlhaus - Discussion
 - Arrest Reporting Policy Update – James Bielo – Committee Chair
- **June 8, 2020**
 - Graduate Student Stipend – Rose Marie Ward, Interim Dean, Graduate School
 - SR 20-24 – Digital Commerce Major (B.S. Commerce) – Ted Light – Chair, Commerce
- **Approved Minors, revisions to existing degrees, name changes and University Policies received and approved on the University Senate consent calendars:**
 - **March 9, 2020**
 - Department Teaching Evaluation Policy Revision
 - New Certificate, KNH – Sport Analytics
 - Revision of an Existing Certificate, EDT – Fostering Just Communities

- New Minor – IMS – Digital Marketing
- New Minor – KNH – Sport Analytics
- Revision of an Existing Minor, CPB – Chemical Engineering
- Revision of an Existing Minor, CPB – Environmental Engineering
- Revision of an Existing Minor, IMS – Emerging Technology in Business and Design
- Revision of an Existing Minor, KNH – Sport Management
- Revision of an Existing Minor, MUS – Music Theatre
- Revision of an Existing Minor, MUS – Music Theatre for Non-Majors
- Revision of an Existing Major, SBS – Applied Social Research – B.S. in Applied Social Science
- Revision of an Existing Major, ECE – Engineering Management – B.S. in Engineering
- Revision of an Existing Major, EDP – Educational Technology – M.Ed.
- Revision of an Existing Major, GTY – Social Gerontology – Ph.D.
- Revision of an Existing Major, HST – History – M.A., Ph.D.
- Revision of an Existing Major, ECE – Engineering Management – B.S. in Engineering
- Revision of an Existing Major, IMS - Emerging Technology in Business and Design - Bachelor of Arts in Emerging Technology in Business and Design
- Revision of an Existing Major, SPN – Spanish – Bachelor of Arts
- **March 30, 2020**
 - Independent Work Bulletin Revision
 - Pathways Policy Revision
 - Transfer Credit Policy Revision
 - T/TT Faculty Guideline Revisions – Affordable OER
 - TCPL Faculty Guideline Revisions – Affordable OER
 - New Certificate, FSW – Child Life Specialist Certificate
 - New Certificate, IMS - Esports Management Graduate Certificate
 - New Certificate, IMS - Esports Management Undergraduate Certificate
 - Revision of an Existing Certificate, BIO - Ecology
 - Revision of an Existing Minor, MTH – Mathematics
 - Revision of an Existing Co-Major, ESP – Entrepreneurship
 - Revision of an Existing Co-Major, ISA - Analytics
 - Revision of an Existing Major, BIO – Biological Sciences – M.A.T.
 - Revision of an Existing Major, BIO – Biology– M.A.
 - Revision of an Existing Major, ECO – Economics – M.A.
 - Revision of an Existing Major, EDT – Literacy and Language, M. Ed.
 - Revision of an Existing Major, FRI – Classical Studies, B.A.
 - Revision of an Existing Major, MTH – Mathematics – M.S.

- Revision of an Existing Major, NSG – Nursing – B.S. Nursing
- Revision of an Existing Major, SPA – Speech Language Pathology – M.A.
- Revision of an Existing Major, SPA – Speech Language Pathology – M.S.
- New Degree, SLM – Sport Leadership and Management – B.S. in Sport Leadership and Management (was B.S. KNH).
- **April 6, 2020**
 - New Certificate, FSW – Child Life Specialist Graduate Certificate
 - Revision of an Existing Minor, GTY – Gerontology
 - Revision of an Existing Associate Degree, CMR – Commerce – Associate of Applied Business
 - Revision of an Existing Co-Major, GRE- Critical and Classical Languages and Cultures Co-Major
 - Revision of an Existing Major, BIO – Biochemistry – M.A.
 - Revision of an Existing Major, FRI – Classical Languages – B.
 - Revision of an Existing Major, GTY – Gerontology – B.A.
 - Revision of an Existing Major, JRN – Journalism – B.A.
- **April 20, 2020**
 - Transfer Credit Policy
 - Dual Degree Programs (Graduate Handbook)
 - Certificate in Cognate Area
 - Doctor of Philosophy and Doctor of Education
 - New Certificate, MME – Advanced Manufacturing and Materials Evaluation Certificate
 - Revision of an Existing Certificate, BUS – Business in the Global Market
 - Revision of an Existing Associate Degree, ENT – Electrical and Computer Engineering Technology – Associate of Applied Science
 - Revision of an Existing Minor, FRI – Classical Studies
 - New Minor, ICS – Communication Studies
 - Revision of an Existing Major, CHM – Biochemistry – B.S.
 - Revision of an Existing Major, CHM – Chemistry – B.S.
 - Revision of an Existing Major, CHM – Chemistry – B.A.
 - Revision of an Existing Major, CSE – Computer Engineering – B.S. Engineering
 - Revision of an Existing Major, FSW – Family Science – B.S. Family Science
 - Revision of an Existing Major, MME – Manufacturing Engineering – B.S. Engineering
 - Revision of an Existing Major, STA – Data Analytics – B.A.
- **April 27, 2020**
 - New Certificate, IMS – Graduate Certificate in Entrepreneurship and Emerging Technology
 - New Certificate, MME – Graduate Certificate in Advanced Manufacturing and Materials Evaluation

- Revision of an Existing Major, BIO – Cell Molecular and Structural Biology – M.S.
 - Revision of an Existing Major, ECE – Electrical and Computer Engineering – Master of Gerontological Studies
 - Revision of an Existing Major, MTH – Mathematics – M.A.T.
 - Revision of an Existing Major, STA – Statistics – M.S. in Statistics
 - **May 4, 2020**
 - Post-candidacy Doctoral Student and All-But-Thesis Students – Policy Removal
 - Combined Program Policy – Revisions
 - **June 8, 2020**
 - KNH Department Name Change
 - New Minor, FIN – Real Estate
 - Revision of an Existing Associate Degree, ENT – Electrical and Computer Engineering Technology – Associate of Applied Science
 - Revision of an Existing Associate Degree, ENT – Mechanical Engineering Technology – Associate of Applied Science
 - Revision of an Existing Major, EDT – Literacy and Language – M.Ed.
- **Senate Resolutions**

SR 20-10

February 24, 2020

BE IT HEREBY RESOLVED that University Senate endorse the recommendations of the Governance Committee for the redistribution of University Senate seats and therefore proposed revisions to the *Bylaws of University Senate*, Section 1, as stated below.

AND FURTHERMORE, that proposed revisions to the *Bylaws of University Senate* will become effective immediately thus enabling the University Elections Coordinator to proceed with the elections of the 2020-2023 Senate cohort.

BYLAWS OF UNIVERSITY SENATE

SECTION 1. ELECTION OF THIRTY-FOUR (34) DIVISIONAL FACULTY MEMBERS OF UNIVERSITY SENATE

1.A. Members of Faculty Assembly vote in the representational unit to which they are contractually assigned according to their annual letters of appointment. Each representational unit must be represented by a member of that unit. Each member of Faculty Assembly whose primary appointment is not to an administrative unit shall be counted as a member of one, and no more than one, representational unit. Faculty Assembly members whose contractual responsibilities are equally divided shall choose with which representational unit they wish to caucus for the purposes of electing Faculty Assembly members to University Senate. Faculty Assembly members primarily assigned to a/multiple

regional campus(es) and who are not part of the College of Liberal Arts and Applied Sciences (CLAAS) may caucus either with other non-CLAAS faculty on (one of) their regional campus(es) or with the Oxford-based department or program in which they hold a primary appointment, but not more than one of these. Faculty Assembly members for whom the above criteria are indecisive shall inform the Elections Coordinator of the representational unit in which they shall vote and by which they shall be represented. Librarians shall caucus together, regardless of the campus to which they are assigned.

Faculty Members whose appointments allow them to choose the location of their representational unit may change units of representation only when redistribution of Faculty Assembly seats on University Senate occurs as specified in Section 1.C. of the *Bylaws of University Senate*.

The Elections Coordinator shall be responsible each January for insuring that representational unit membership remains current by insuring that new faculty who have significantly changed the nature of their appointments, are included among the membership of their appropriate academic caucuses; and ensuring that new faculty whose appointments entitle them to choose among caucuses are included among the membership of the caucuses of their choice.

1.B. The thirty-four (34) seats on University Senate which are to be filled by members of Faculty Assembly who are elected by their representational units shall be distributed as described below. They shall serve three-year terms. Election shall be by majority vote within each representational unit.

The College of Arts and Science.....	16 15
The College of Creative Arts.....	3
The College of Education, Health, and Society	3
The College of Engineering and Computing.....	2 3
The Farmer School of Business	5
The College of Liberal Arts and Applied Science	4
The Libraries (all campuses).....	1

1.C. Every three (3) years, using data supplied for the fall meeting of Faculty Assembly, the Governance Committee of University Senate shall review the distribution of the above seats. The Committee may recommend the redistribution of the thirty-four (34) seats if necessary to maintain the proportional representation of the full-time equivalent faculty assigned to and within the divisions. Seats shall be allocated proportionally to full-time faculty equivalents by division, then by caucus within divisions, provided that each division indicated above is allocated at least one seat. Senate must approve any redistribution of the above. Senate, on recommendation of the Governance Committee, may lengthen or shorten some terms by one year if that is necessary to accommodate redistribution while maintaining staggered terms.

1.D. Within each division, the seats shall be apportioned as indicated below:

COLLEGE OF ARTS AND SCIENCE

Humanities

English + ~~French & Italian~~ **Spanish & Portuguese** + ACE2

~~Classics + Spanish & Portuguese~~1

French & Italian (includes transfers from Classics) +

German, Russian, Asian and Middle Eastern

Languages & Cultures + ~~Philosophy~~1

History (includes transfer from Classics) + Philosophy

+ Comparative Religion1

Anthropology + Global and Intercultural Studies +

Political Science + Western Program2

Science - Biological

Biology + Microbiology2

Science - Physical

Chemistry & Biochemistry + ~~Geology &~~

Environmental Earth Science + Inst. Env. & Sustainability

+ Physics + Statistics2

Geography + Geology & Environmental Earth Science

+ Inst. Env & Sustainability **1**

Mathematics1

Science - Social

Media, Journalism, and Film1

Psychology + Sociology & Gerontology + **Speech Pathology**

& Audiology2

~~Anthropology + Geography + Political Science +~~

Speech Pathology & Audiology2

COLLEGE OF CREATIVE ARTS

Architecture & Interior Design + Theatre + **Creative Arts**

Admin1

Art + **Interactive Media Studies**1

Music1

COLLEGE OF EDUCATION, HEALTH, AND SOCIETY

EHS (Non-departmentally affiliated faculty) **Admin**+

Educational Leadership + Educational Psychology1

Kinesiology & Health + **Sports Leadership & Management** 1

Family Science & Social Work + Teacher Education +

~~EHS (Non-departmentally affiliated faculty)~~1

COLLEGE OF ENGINEERING AND COMPUTING

~~Computer Science & Software Engineering~~ — **Electrical &**

Computer Engineering +Chemical, Paper, and Biomedical

Engineering 1

~~Electrical & Computer Engineering~~ +

Mechanical & Manufacturing Engineering1

Computer Science & Software Engineering 1

FARMER SCHOOL OF BUSINESS

Accountancy + Economics + Finance2

Information Systems & Analytics + Management +

Marketing2

FSB Divisional Rep1

COLLEGE OF LIBERAL ARTS AND APPLIED SCIENCE

Biological Sciences + **Computer & Information Technology**
 + **Engineering Technology** + Mathematical & Physical
 Sciences + Nursing **±2**
Commerce + Education & Society + ~~Interdisciplinary &~~
~~Communication Studies~~ + Justice & Community Studies +
 Social & Behavioral Sciences.....1
 Commerce + Computer & Information
 Technology + Engineering Technology1
Interdisciplinary & Communication Studies + Humanities
 & Creative Arts + Languages, Literatures & Writing1
LIBRARIES (ALL CAMPUSES).....1

1.E. The distribution within divisions listed in Section 1.D may be changed by a vote of the faculty of that division, subject to review by the Governance Committee of University Senate and the approval of University Senate. Any such redistribution must maintain at least a rough proportionality of representation.

1.F. Procedures for electing members of Faculty Assembly by majority vote to fill these divisional seats shall be established by each representational unit and shall be acceptable to a majority of Faculty Assembly members in each department or program of a representational unit. These procedures must include the processes for (1) making nominations; (2) conducting elections; (3) declaring a seat vacant prior to the end of a term; and (4) filling seats vacated prior to the end of a three-year term. Changes to the procedure occasioned by regroupings or changes desired by the representational unit shall be submitted to the Governance Committee for review. The Governance Committee will forward its recommendations to University Senate for approval. Any member of a representational unit with a concern over unit procedures may notify the Governance Committee and ask for a review.

Whenever two (2) seats must be filled simultaneously by the same representational unit, two separate elections shall be conducted, and each person elected shall be determined by majority vote.

1.G. Lists of voting-eligible members of each representational unit shall be included on the Senate website and updated in January of each year.

1.H. The names of those elected shall be reported to the Elections Coordinator. These names, along with the names of continuing members of University Senate, are printed in the *Miami Matters* (i.e., the daily electronic newsletter of Miami University) or other suitable medium as approved by University Senate).

SR 20-10 was pass unanimously by voice vote.

SR 20-11

Sense of the Senate: Ensuring class attendance policy conforms to Miami University values

March 9, 2020

Whereas, the United States is experiencing an outbreak of the novel coronavirus (COVID-19) with 500 confirmed cases in 33 states and the virus, which causes respiratory illness transmitted by human contact, continues to spread, and

Whereas, Miami University's Class Attendance Policy provides that it is the prerogative of every faculty member to set attendance for each individual course and some faculty impose academic grade and other penalties for missing class, and,

Whereas, the Centers for Disease Control and Prevention (CDC) provides guidance to help stop the spread of the virus <https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-ihe-response.html> and in the section titled "Guidance for IHE that do NOT have COVID-19 identified in their community" states: "Students, Staff and faculty should not attend class or work when sick." and recommends that institutions of higher education establish "procedure to ensure that students, staff and faculty who become sick (with any illness) on campus or arrive on campus sick are sent to their place of residence as soon as possible,"

Therefore, in order to promote the health and safety of the campus, the University's Class Attendance Policy shall be modified for the balance of the Spring Semester to add the following statements to the Policy:

1. No student, faculty, staff member should attend class or come to campus when ill.
2. Instructors should send students who are ill back to their residence halls or off-campus housing and notify Dr. Kimberly Moore, Dean of Students at <https://miamioh.edu/student-life/office-of-dean/faculty-resources/care-team/index.html>.
3. Instructors will, without prejudice, provide students with reasonable opportunities for completing missed work. However, students are ultimately responsible for material covered in class, regardless of whether the student is absent or present.
4. If the student's absence is of significant duration or severity, faculty and staff will work with the student to invoke appropriate policy defined options (e.g., be assigned an incomplete or request a medical withdrawal).

Nothing in this Resolution shall be read as modifying the University's Policy on Voluntary Medical Withdrawals.

SR 20-11 was unanimously approved by voice vote.

SR 20-12

Sense of the Senate: Enhancing Academic Continuity

March 9, 2020

Whereas, the United States is experiencing an outbreak of the novel coronavirus (COVID-19) with over 500 confirmed cases in 33 states and the virus, which causes respiratory illness transmitted by human contact, continues to spread, and

Whereas, any community can experience unpredictable disruptions to operations from factors such as communicable disease, natural disasters, cybersecurity breaches, and other uncontrollable factors, and

Whereas, it is a primary responsibility of each member of the instructional staff to be prepared to serve the academic mission of the University and be able to meet their assigned instructional responsibilities under a range of conditions, and

Whereas, the Office of Postsecondary Education has issued guidance for interruptions of study due to Coronavirus(<https://ifap.ed.gov/electronicannouncements/030520Guidance4interruptionsrelated2CoronavirusCOVID19>). That guidance allows universities to deliver distance education on a temporary basis if the institution must close for coronavirus related reason and provides “instructors must initiate substantive communication with students, either individually or collectively, on a regular basis. In other words, an instructor could use email to provide instructional materials to students enrolled in his or her class, use chat features to communicate with students, set up conference calls to facilitate group conversations, engage in email exchanges or require students to submit work electronically that the instructor will evaluate.”

In order to ensure Miami University is well-prepared to meet its mission and complete all Spring Semester 2020 classes, the University Senate urges all faculty to immediately begin developing course materials for the balance of the Spring Semester in a manner that will enable them to deliver lessons and materials electronically, thus maintaining continuity of teaching and learning.

Minimally, all instructional staff must ensure they are prepared to deliver their classes remotely through Canvas, by accomplishing the following steps:

1. Ensuring each class section they are responsible for has a Canvas section that includes;
 - a. the course syllabus,
 - b. grades earned for each student on each assignment for the current semester
 - c. Announcements to students enrolled in each section, including the attendance policy as amended by the Sense of the Senate Resolution
 - d. Assignments, quizzes, and other types of activities for the balance of the semester
2. Providing students with the information to access the Canvas site for the course;

All departments, divisions, and other support centers will provide reasonable support for instructional staff in order to accomplish these goals and all faculty are expected to have met the minimum requirements no later than March 20, 2020.

SR 20-12 was unanimously approved by voice vote.

SR 20-13

March 30, 2020

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

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

SR 20-13 was approved by electronic vote: 47-aye; 3-absentions.

SR 20-14

April 6, 2020

BE IT HEREBY RESOLVED that University Senate adopts the following additional language to the Bylaws of University Senate, clarifying the role of Chair of Executive Committee of University Senate as University Senate Moderator, and extending the term of the Chair-Elect/Chair on Executive Committee of University Senate for one additional year as Past Chair.

6.B. STANDING COMMITTEES OF UNIVERSITY SENATE The standing committees have broad responsibilities and will conduct the continuing and regular business of University Senate.

6.B.1. The Executive Committee of University Senate

6.B.1.a.

The Executive Committee of University Senate shall be composed of the Provost; four (4) faculty members of Senate elected by Senate, one (1) of whom shall be elected Chair-elect and one (1) of whom shall be Chair (having served as Chair-elect the previous year); the Past Chair of university senate (with non-voting status in the third year of service, unless elected to a new term following the year of service as Chair); one (1) undergraduate student who shall be the Student Body President; and one (1) graduate student who is a member of University Senate. The Secretary of University Senate shall serve as an ex officio non voting member of the Executive Committee.

6.B.1.b. The Chair of the Executive Committee of University Senate shall also serve as Vice-chair of University Senate. Chair of Executive Committee shall prepare a synopsis of University Senate deliberations and actions for transmission to the Board of Trustees on a regular basis as determined by the Senate Executive Committee. The Chair of Executive Committee, or a faculty member of the

Executive Committee designated by the Chair, shall attend each public meeting of the Board of Trustees. Further, the Chair of the Executive Committee shall, in collaboration with the Chair of University Senate, moderate discussions in regularly scheduled senate meetings and retreats and motivate further discussion among senators and constituents through university senate committees, work to build community and trust within and between diverse constituencies, and guide the senate in taking necessary and deliberate action.

6.B.1.c. The members shall be elected for one-year terms, except for the Chair-elect who shall serve a three-year term – one as Chair-elect, ~~and~~ one as Chair, and one as Past Chair. If the Chair cannot complete his/her term, the Chair-elect shall assume the Chair's responsibilities. If the Chair-elect or other faculty member of the Executive Committee cannot complete his/her term, Senate shall conduct a special election to fill the position.

SR 20-14 was approved by electronic vote: 43-aye; 6-nay;4-abstentions

SR 20-15

April 20, 2020

BE IT HEREBY RESOLVED that University Senate supports suspending the requirement for academic program review for departments scheduled for APR in Fall 2020, 2021, and 2022 and recommends that those departments be given the options of participating in both processes, participating only in APEIP, or participating in APEIP with additional elements of APR.

SR 20-15 was approved by electronic vote: 49-aye; 1-absention.

SR 20-16

April 20, 2020

BE IT HEREBY RESOLVED that University Senate supports adding the following question to the Spring 2020 End of Course Evaluations:

(Open-ended question)

If your course moved from face-to-face to remote delivery of instruction, please comment on your instructor's communication, assignments, and teaching during remote delivery of instruction.

SR 20-16 was approved by electronic vote: 40-aye; 7-nay; 3-absentions.

SR 20-17**April 20 2020****Promotion and Tenure Guidelines for Dossier Preparation 2020-2021**

BE IT HEREBY RESOLVED that University Senate adopts revisions as amended to the 2020–2021 *Promotion and Tenure Guidelines for Dossier Preparation*.

SR 20-17 was approved by electronic vote: 47-aye; 1-nay; 4-absentions.

SR 20-18**April 20, 2020****Dossier and Evaluation Guidelines for Teaching Professors, Clinical Professors, Lecturers, and Clinical Faculty 2020-2021**

BE IT HEREBY RESOLVED that University Senate approve the *2020-2021 Dossier and Evaluation Guidelines for Teaching Professors, Clinical Professors, Lecturers, and Clinical Lecturers* as written without revisions.

SR 20-18 was approved by electronic vote: 47-aye; 3-absentions.

SR 20-19**May 4, 2020****Proclamation of Senate**

WHEREAS, our communities across America are experiencing a pandemic that has significantly altered the way we interact, who we are, and what we are as a people; and

WHEREAS, Miami University has been impacted by this pandemic; and

WHEREAS, the proper functioning of Miami during this time of crisis has posed many challenges as we seek to maintain our mission, serve our students; and

WHEREAS, effective leadership during this crisis has been essential in communicating expectations, enhancing morale, and fostering a positive atmosphere in the midst of this national disaster; and

WHEREAS, we are committed to enhancing shared governance that includes and expands the contributions and advice of faculty, staff, and students throughout the University; and

WHEREAS, our University has worked cooperatively across every division, department, and unit to effectively deal with this challenge; and

WHEREAS several senior administrators have volunteered to take a 10% reduction in salary and the President a 25% reduction in salary so as to lessen the economic impact on other members of our community; and

WHEREAS, contingent faculty have played a vital role in mentoring, teaching, and educating our students; and

WHEREAS, the entire University Community has worked tirelessly to put the students' needs above self, committed to providing the best education, services and experience under these trying times; and

WHEREAS, Miami University overcame difficult challenges, persevered under extreme circumstances, and as a community has demonstrated our core values as expressed by "Love and Honor".

NOW THEREFORE, We, the Members of the University Senate do hereby acknowledge with gratitude the sacrifice, dedication, and engagement of all our colleagues and do hereby proclaim we are honored to work at such a University at such a time as this.

IN TESTIMONY WHEREOF, we have hereunto set our hands and caused to be affixed the Great Seal of the Miami University this 4th day of May, 2020.

SR 20-19 was approved unanimously by electronic vote.

SR 20-20

April 27, 2020

BE IT HEREBY RESOLVED that University Senate endorse the proposed degree, Bachelor of Science in Commerce, with a major in Sales Management, College of Liberal Arts and Applied Science.

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

SR 20-20 was approved unanimously by electronic vote.

SR 20-21

April 27, 2020

BE IT HEREBY RESOLVED that University Senate endorse the proposed degree, Masters in Entrepreneurship and Emerging Technology, with a major in Entrepreneurship and Emerging Technology, College of Creative Arts.

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

SR 20-21 was approved unanimously by electronic vote.

SR 20-22**April 27, 2020**

BE IT HEREBY RESOLVED that the following changes be made to SR 20-14 where University Senate adopted the following additional language to the Bylaws of University Senate, clarifying the role of Chair of Executive Committee of University Senate as University Senate Moderator, and extending the term of the Chair-Elect/Chair on Executive Committee of University Senate for one additional year as Past Chair.

6.B. STANDING COMMITTEES OF UNIVERSITY SENATE The standing committees have broad responsibilities and will conduct the continuing and regular business of University Senate.

6.B.1. The Executive Committee of University Senate

6.B.1.a.

The Executive Committee of University Senate shall be composed of the Provost; four (4) members of Senate elected by Senate, one (1) of whom shall be elected Chair-elect, one (1) of whom shall be Chair (having served as Chair-elect the previous year); and one (1) of whom is the Past Chair of university senate (having served as chair the previous year); one (1) undergraduate student who shall be the Student Body President; and one (1) graduate student who is a member of University Senate. The Secretary of University Senate shall serve as an ex officio non-voting member of the Executive Committee.

6.B.1.b. In the event that the Chair or Past Chair of Executive Committee is no longer an elected member of Senate following the year of service as either Chair-Elect or Chair, they shall continue to serve on Executive Committee, but serve as an ex officio non-voting member of the Senate.

6.B.1.c The Chair of the Executive Committee of University Senate shall also serve as Vice-chair of University Senate. Chair of Executive Committee shall prepare a synopsis of University Senate deliberations and actions for transmission to the Board of Trustees on a regular basis as determined by the Senate Executive Committee. The Chair of Executive Committee, or a faculty member of the Executive Committee designated by the Chair, shall attend each public meeting of the Board of Trustees.

6.B.1.d. Further, the Chair of the Executive Committee shall, in collaboration with the Chair of University Senate, moderate discussions in regularly scheduled senate meetings and retreats and motivate further discussion among senators and constituents through university senate committees, work to build community and trust within and between diverse constituencies, and guide the senate in taking necessary and deliberate action.

6.B.1.e. The members shall be elected for one-year terms, except for the Chair-elect who shall serve a three-year term – one as Chair-elect, and one as Chair, and one as Past Chair. If the Chair cannot complete his/her term, the Chair-elect shall assume the Chair's responsibilities. If the Chair-elect or

other faculty member of the Executive Committee cannot complete his/her term, Senate shall conduct a special election to fill the position.

SR 20-22 was approved with 5 abstentions

SR 20-23

May 4, 2020

Appointments to Standing and Advisory Committee of University Senate

BE IT HEREBY RESOLVED that University Senate confirm the 2020-2021 appointments to open seats of the standing and advisory committees of University Senate; and

BE IT FURTHERMORE RESOLVED that Senate authorizes Senate Executive Committee to confirm remaining 2020-2021 appointments to the standing and advisory committees of University Senate.

SR 20-23 was approved unanimously by electronic vote.

SR 20-24

June 8, 2020

BE IT HEREBY RESOLVED that University Senate endorse the proposed degree, Bachelor of Science in Commerce, with a major in Digital Commerce, College of Liberal Arts and Applied Science.

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

SR 20-24 was approved unanimously by electronic vote.

SR 20-27

June 8, 2020

Whereas we as representatives of the Miami Community reject the reported racist views expressed by Doug Brooks with the full awareness that they are not uniquely held nor expressed within the Miami University and demand that he express a public apology;

Whereas we recognize that there are many other forms of racism working within the Miami Community to alienate and exclude people of color;

Whereas we understand that the first amendment applies to all and that all who protest against white supremacy, police brutality, and systemic racism should be allowed to do so at Miami University without fear of retaliation or reprisal;

Whereas we understand that often people of color often bear the brunt of these actions;

Whereas we want to emphasize the role of healthy dialogue that spans the Miami Community;

Whereas we recognize the need to acknowledge the ways in which faculty and students of color are often held to different standards of practice at Miami University and in Higher Education more broadly than their white counterparts;

We, the members of the Miami University Senate do agree to work to dismantle the systems of oppression that are operating at our University. We will work in the immediate future to prioritize resolutions that take specific and measurable action including, but not limited to the following:

1. Protect existing programs that are vulnerable but that teach the core values of how to be better, more critically engaged, human beings.
2. We commit ourselves to anti-racist, anti-sexist, anti-ableist, decolonial and LGBTQ education and to learning more about, challenging, and transforming systems of oppression that imbue our world by interrogating them in our courses across campus in the co-curriculum university experience;
3. Extend anti-discrimination education to all members of the Miami Community and hold people publicly accountable for perpetuating hate and discrimination on campus;
4. Make the work of faculty, students, and staff of color more visible to white colleagues;
5. Increase the number of students, staff and faculty of color campus-wide and make sure that we identify and create programs that support their work and health;
6. Identify and rectify all forms of bias in our methods of evaluating professional activity and progress.
7. Actively cultivate spaces for our students to be engaged alongside staff and faculty in open forums. To make anti-racism a core value of Miami, it must be something we talk about regularly and work aggressively and purposefully to combat.
8. Ensure that love and honor embraces all of our students, faculty, staff and community members.
9. Honor our commitment to our diversity and inclusion statement, “We also actively work to address and eliminate acts of harassment, hate, and violence that negatively impact the ability of our community members to engage in their intentional work together. We oppose activities that threaten our educational mission and the rights, dignity, or humanity of the students, faculty, and staff who are fulfilling that mission and working in good faith to engage respectfully across difference. In these ways, we work to ensure that all students, faculty, and staff experience and recognize Miami as a community environment where a diversity of thoughtful ideas and lived experiences are welcome, valued, and contribute to collaborative and respectful knowledge-making.”

<https://miamioh.edu/diversity-inclusion/about/statement/index.html>

SR 20-27 was approved by electronic vote: 45-aye; 3-absentions

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

Board of Trustees

June 2020



Today's Presentation



1—DEI Task Force

(Crawford)

2—D&I Campus Efforts

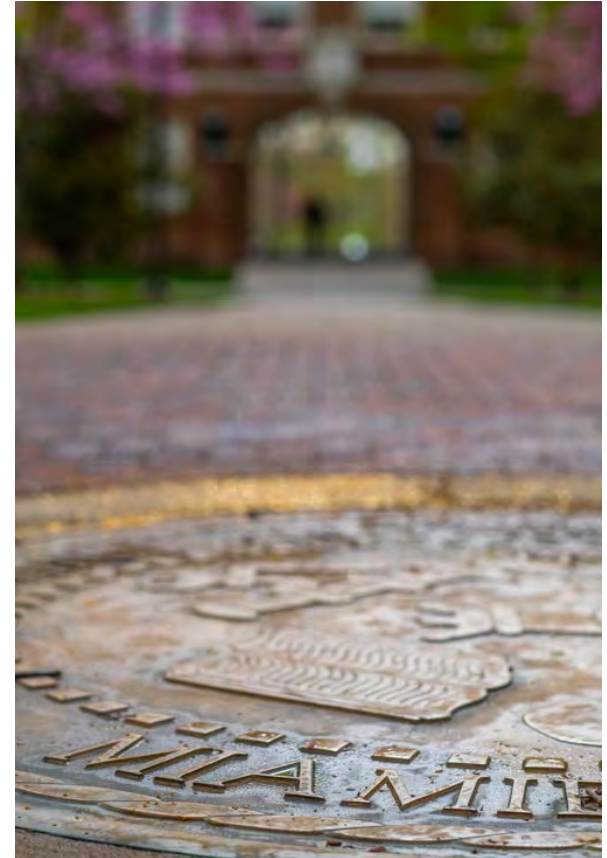
(Scott)

3—D&I Student Life

(Brownell)

4—FY 2021 Planning & Strategy

(Crawford)



>> Diversity, Equity & Inclusion Task Force

- President's DEI Task Force

- Co-Chairs of Task Force

→ Dr. Vicka Bell-Robinson

→ Dr. Anthony James

- Five Foundational Pillars 

- University-Wide Representation

- Action, Transformative, Sustained

1. Dialogue and Allyship
2. Advocacy and Partnerships
3. Cultural Competency
4. Structural Support & Focused Resources
5. Inclusion & Accountability

>> Diversity, Equity & Inclusion



- DEI Task Force
- Looking Back & Moving Forward
- Proactive Steps
- Connecting Mission & Values

Dr. Ron Scott

Vice President
Institutional Diversity

>> Diversity, Equity & Inclusion



- Pivotal Time
- Listening to our Students
- Allyship & Voices
- “Time for us to get to work”

Dr. Jayne Brownell

Vice President
Student Life

COVID-19 & Post COVID-19 Strategies **M**

- 1—Miami Acted
- 2—Miami Prepared
- 3—Miami Pivoted
- 4—Miami Accelerates



>> 1—Miami Acted



When COVID19 hit, Miamians lived our mission, lead with our values.

- Miamians Making Difference
- Students Leading & Serving
- Emergency Needs Fund



Amanda Ramey, Army ROTC, Ohio Nat'l Guard

Miami Prepared



- Declining Demographics
- Int'l Student Interest Down
- Fierce Short-term Discounting
- Obsolete University Business Models
- In-Demand Programs
- Public University Funding
- Confidence in Higher Ed

cnbc.com

make it

CAREERS

Harvard Business School professor: Half of American colleges will be bankrupt in 10 to 15 years

Published Thu, Aug 30 2018 11:22 AM EDT

Abigail Hess
@ABIGAILJHESS

Share f t in e

Harvard Business School professor says half of U...
▶ 0:59

Miami Prepared



Before the COVID-19 crisis, we structured ourselves for change that positioned us well for the COVID19 post-COVID19 world

- Strategic Plan Miami RISE
- Boldly Creative Investment
- Transformative University
- Agile Budget Process

Agile Budget Model		
	FY2020	FY2021 (*)
Administrative	\$2.8 M	\$16.1 M
Auxiliary	\$0.5 M	\$2.8 M
Total	\$3.3 M	\$18.9 M
Grand Total	~\$ 22.2 M	

(*) Savings begin July 2021

Rapid Acceleration of World

Pre-COVID19

COVID19

Post-COVID19



Global Recovery &
Global Competition

Activity Disrupted &
Structures Upended

Reinvention Needed &
Adaptability Required

- Booming Economy
- Rising Employment
- Fast-Paced World

- Health of All Depends on Health of Each
- Weakened Economy
- Everybody Impacted

- Agile Business Models
- Focus on Mission
- Efficiency & Effectiveness

General Fund Forecasts



Impact on 2020 Budget	
Estimate Refunds (Room, Board & Fees)	\$ 27,000,000
Estimate State Support Instruction Reduction	\$ 3, 000,000

Impact on 2021 General Fund Budget	
FY 2021 Completed General Fund Reductions (Pre-COVID-19 , Agile Budget Process)	\$ 18,938,290
FY 2021 Additional General Fund Reductions	\$ 21,844,748
Total General Fund Budget Reductions	\$ 40,783,038

David Creamer to discuss auxiliary and designated budgets

FY 2021 Initial Budget Plan Estimates

- Focus on FY 2021 operating budget by division
- Stay true to values/principles/plan on decision making
- Charging Division leadership to target additional FY 21 reductions
- Additional reductions are disproportional by division (%)
- Prioritized academics & student experience

Values & Decision Making



Values	Budget Principles	Miami RISE
Student-Centered	Excellence	Student Success
Teacher-Scholar	Impact	Research, Scholarship & Artistry
Diversity, Equity & Inclusion	Priorities	Innovation
Integrity & Cooperation	Sustainability & Effectiveness	Engagement

FY 2021 Example General Fund Budget

FY 2020 Pre-COVID-19 Reduction (**Done**)

FY 2021 Pre-COVID-19 Reduction (**Done**)

Unit	FY20 Budget	FY20 Reduction	FY21 Completed Reduction	FY21 Additional Budget Reductions	Total FY 21 Budget Reductions <i>(FY 21 %)</i>	Total % Budget Cut FY 20 & 21
E&G President & UCM	\$11,928,471	\$166,139	\$964,844	\$917,822	\$1,882,666 <i>(16.0 %)</i>	17.2%

FY 2021 COVID-19 Reductions (**Additional**)

Focus on 2021 Budget

Miami Pivoted



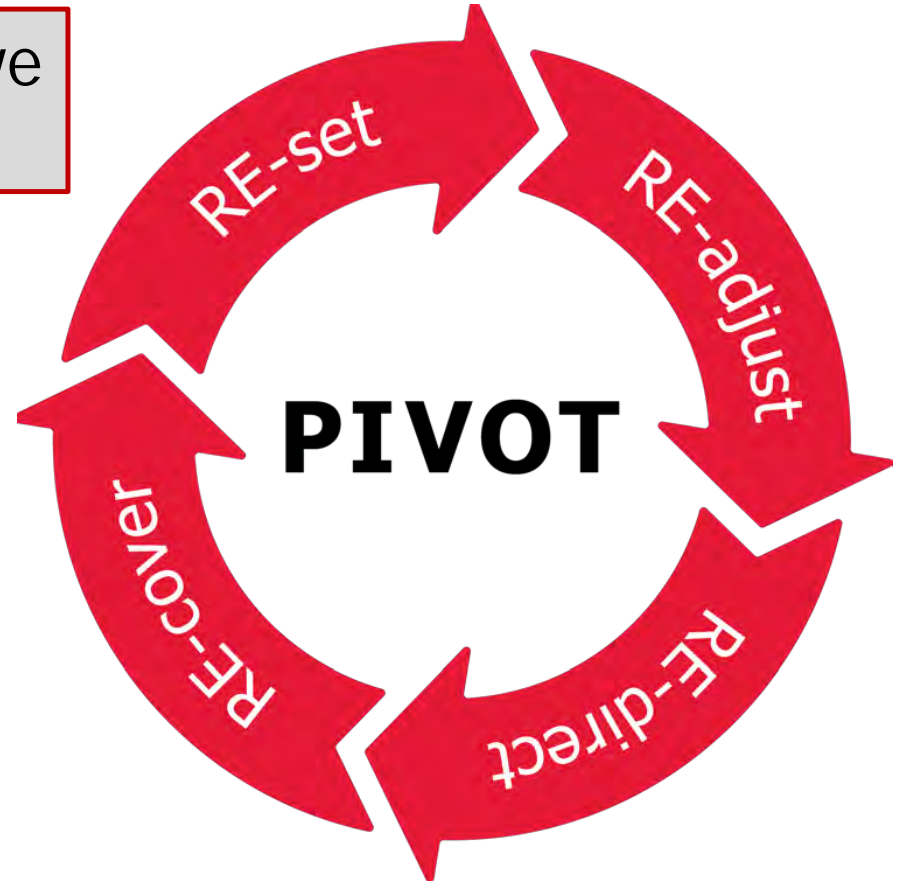
When the impact came, we sought strategic choices.

(#1) Re-cover

(#2) RE-set

(#3) RE-adjust

(#4) RE-direct



RE-cover



- Pause Capital & Infrastructure Projects
- Execute Essential Hiring Only
- Scrutinize All Spending
- Align Resources w/ Demand & Need
- Reduce Leadership Salaries
- Cash on hand

Re-cover Strategy

All Units

RE-set



- Business Models Change/Pivot
- Self-Sustaining Business Model & Entrepreneurial Thinking
- Align Resources w/ Demand & Need
- Focus on Mission Critical
- Define & Execute Strategic Philanthropy & Partnerships

Re-set Strategy

Financial Business Services

Advancement

Intercollegiate Athletics

RE-set



Unit FY 20 Budget (\$)	<i>FY 2021 Reduction (\$)</i> Completed	<i>FY 2021 Reduction (\$)</i> Additional	<i>FY 2021 Total Reduction \$ (%)</i>	Resource Enhancement Strategies
Advancement \$ 13,670,457	\$ 1,286,385	\$ 1,610,444	\$ 2,896,829 (21.2%)	<ul style="list-style-type: none"> • Scholarships Need & Merit • Academic Endowments • Academic Programming • Academic Infrastructure
Athletics (ICA) \$ 19,093,316	\$ 2,197,725	\$ 1,000,000	\$ 3,197,725 (16.7 %)	<ul style="list-style-type: none"> • Student-Athletic Scholarships • Endowed Positions • Grow Revenues (e.g. tickets)
Finance Bus Services (FBS) \$ 49,401, 913	\$ 4,338,201	\$ 6,296,792	\$ 10,634,993 (21.5%)	<ul style="list-style-type: none"> • Philanthropy for Sustainability • External Partnership Sustainability

RE-adjust



- Organizational adjustments to improve focus on mission critical, student-centric philosophy
- Position unit for operational excellence to serve students & bolster residential experiences
- Focus resources on student success in life & career
- Define & Execute Strategic Philanthropy

Re-set Strategy

Student Life

Enrollment Management & Student Success

President's Office & University Communications & Marketing (UCM)

RE-adjust



Unit FY 20 Budget (\$)	<i>FY 2021</i> <i>Reduction</i> <i>(\$)</i> Completed	<i>FY 2021</i> <i>Reduction</i> <i>(\$)</i> Additional	<i>FY 2021</i> <i>Total</i> <i>Reduction</i> <i>(%)</i>	Resource Enhancement Strategies
EMSS \$ 16,998,779	\$ 1,462,800	\$ 250,000	\$ 1,712,800 (10.1 %)	<ul style="list-style-type: none"> • Philanthropy for staff Positions • Philanthropy for student events & career exploration
Student Life \$ 8,414,460	\$ 653,240	\$ 250,000	\$ 903,240 (10.7 %)	<ul style="list-style-type: none"> • Philanthropy for staff Positions • Philanthropy for student events & programming
Inf. Tech \$ 16,697,909	\$ 1,419,931	\$ 250,000	\$ 1,669,931 (10.0 %)	<ul style="list-style-type: none"> • Review contracts, licenses, etc., & develop service model.
Pres/UCM \$11,762,332	\$ 964,844	\$ 917,822	\$ 1,882,666 (16.0 %)	<ul style="list-style-type: none"> • Focus on campaign priorities

RE-direct



- Students Interest & Choices
- Dynamic World, Ready for Change
- Top Priority Student Affordability
- Resource Alignment w/ Needs & Demands
- Mission Critical Philanthropy
- Resource Repurpose to & within Academics

Re-direct Strategy

Academics

RE-direct



Unit	<i>FY 2021 Reduction (\$)</i> Completed	<i>FY 2021 Reduction (\$)</i> Additional	<i>FY 2021 Total Reduction (%)</i>	Resource Enhancement Strategies
Academics (*) \$ 258,020,078 (*) All campuses	\$ 5,978,653	\$ 8,000,000	\$ 13,978,653 5.4 %	Philanthropy <ul style="list-style-type: none"> • Need & merit scholarships • Endowed professorships • Academic programming & infrastructure Other <ul style="list-style-type: none"> • New programs & investments • Study abroad programs • Academic review & quality improvement • Redirecting Resources

>> Miami Accelerates



We are already investing and leading the way to flourish in the post-COVID world.

- Focus on Miami RISE Strategic Plan
- Honors College
- Clinical Health Building
- Continue with Boldly Creative
- Assess Overall Infrastructure Plan

Enrollment Update

Board of Trustees Meeting

June 19, 2020



MIAMI UNIVERSITY

Key Enrollment Goals

Fall 2020

- » Reverse declining trend in applications to exceed 30,000
- » Enroll a cohort of 4,300 to 4,400 first-year students
 - » Increase domestic non-resident enrollments to 42% of incoming class
 - » Enroll 250 international students, including ACE
 - » Maintain diversity and academic quality metrics

BEFORE COVID-19



**Continued
Application
Decline**



Deeper Admit Pool



**Continued Decline
in China**



**Similar Merit
Scholarships to
2019**

COVID-19



**Disruption and
Anxiety**



**Extended
Deadlines and
Relaxed
Requirements**



**Enrollment
Pressures
Compounded**



**Refunds and
Additional Aid**

Fall 2020 Applications

Key Indicator History

	2017	2018	2019	2020
Applications	30,249	30,122	28,915	28,425
ACT	27.6	27.6	27.7	27.6
GPA	3.71	3.72	3.75	3.79
Curriculum Strength	13.6	13.9	14.0	14.1
% Non Resident	61.2%	59.9%	57.0%	55.8%
% Student of Color	16.3%	18.3%	18.8%	19.5%
% First Generation	19.3%	20.1%	19.5%	19.2%

Data as of 06.04.2020

Overall Page 154 of 370

Late Fall 2020 Application Initiative

April and May

	2017	2018	2019	2020	Δ 2018 to 2020	Δ 2019 to 2020
April	9	13	89	350	337	261
May	3	7	6	107	100	101

Fall 2020 Applications

Residency

	2017	2018	2019	2020	Δ 2018 to 2020	Δ 2019 to 2020
Non-Resident	18,512	18,051	16,472	15,861	-12.1%	-3.7%
Domestic Non-Resident	13,816	13,400	12,830	12,926	-3.5%	0.7%
International	4,696	4,651	3,642	2,935	-36.9%	-19.4%
China	3,741	3,696	2,347	1,481	-59.9%	-36.9%
Ohio Resident	11,737	12,071	12,443	12,564	4.1%	1.0%
Grand Total	30,249	30,122	28,915	28,425	-5.6%	-1.7%

Fall 2020 Applications

Academic Division

	2017	2018	2019	2020	Δ 2018 to 2020	Δ 2019 to 2020
CAS	12,805	12,292	11,917	11,926	-3.0%	0.1%
FSB	8,988	8,445	7,640	7,378	-12.6%	-3.4%
CEC	4,278	4,280	4,218	3,917	-8.5%	-7.1%
EHS	2,946	2,735	2,519	2,302	-15.8%	-8.6%
CCA	1,232	1,456	1,387	1,567	7.6%	13.0%
CLAAS	--	914	1,234	1,335	46.1%	8.2%
Grand Total	30,249	30,122	28,915	28,425	-5.6%	-1.7%

Fall 2020 Admits

Key Indicator History

	2017	2018	2019	2020
Admits	20,627	22,451	23,239	24,647
ACT	29.0	28.6	28.6	27.9
GPA	3.85	3.85	3.87	3.84
Curriculum Strength	14.8	14.8	14.8	14.5
% Non Resident	64.2%	60.1%	56.5%	53.6%
% Student of Color	14.3%	15.2%	16.6%	18.2%
% First Generation	12.9%	13.9%	14.3%	15.7%

Fall 2020 Admits

Residency

	2017	2018	2019	2020	Δ 2018 to 2020	Δ 2019 to 2020
Non-Resident	13,234	13,493	13,130	13,208	-2.1%	0.6%
Domestic Non-Resident	10,854	10,963	11,470	11,906	8.6%	3.8%
International	2,380	2,530	1,660	1,302	-48.5%	-21.6%
China	2,042	2,189	1,182	793	-63.8%	-32.9%
Ohio Resident	7,393	8,958	10,109	11,439	27.7%	13.2%
Grand Total	20,627	22,451	23,239	24,647	9.8%	6.1%

Fall 2020 Admits

Academic Division

	2017	2018	2019	2020	Δ 2018 to 2020	Δ 2019 to 2020
CAS	10,350	11,054	10,890	11,611	5.0%	6.6%
FSB	4,758	4,926	5,534	6,022	22.2%	8.8%
CEC	3,011	3,298	3,398	3,260	-1.2%	-4.1%
EHS	1,710	1,847	1,913	2,010	8.8%	5.1%
CCA	798	957	1,061	1,305	36.4%	23.0%
CLAAS	--	369	443	439	19.0%	-0.9%
Grand Total	20,627	22,451	23,239	24,647	9.8%	6.1%

Fall 2020 Confirmations

Key Indicator History

	2017	2018	2019	2020
Confirmations	3,959	4,092	4,479	4,165
ACT	28.2	28.0	28.1	27.5
GPA	3.75	3.76	3.78	3.76
Curriculum Strength	13.8	14.0	13.9	13.7
% Non Resident	43.7%	40.2%	41.5%	41.3%
% Student of Color	16.7%	17.5%	16.3%	15.6%
% First Generation	15.2%	16.3%	13.6%	15.0%

Fall 2020 Confirmations

Residency

	2017	2018	2019	2020	Δ 2018 to 2020	Δ 2019 to 2020
Non-Resident	1,729	1,646	1,859	1,721	4.6%	-7.4%
Domestic Non-Resident	1,361	1,310	1,647	1,591	21.5%	-3.4%
International	368	336	212	130	-61.3%	-38.7%
China	289	264	97	59	-77.7%	-39.2%
Ohio Resident	2,230	2,446	2,620	2,444	-0.1%	-6.7%
Grand Total	3,959	4,092	4,479	4,165	1.8%	-7.0%

Fall 2020 Confirmations

Academic Division

	2017	2018	2019	2020	Δ 2018 to 2020	Δ 2019 to 2020
CAS	1,894	1,991	1,899	1,677	-15.8%	-11.7%
FSB	985	885	1,260	1,215	37.3%	-3.6%
CEC	487	504	572	456	-9.5%	-20.3%
EHS	382	435	417	424	-2.5%	1.7%
CCA	211	211	235	309	46.4%	31.5%
CLAAS	--	66	96	84	27.3%	-12.5%
Grand Total	3,959	4,092	4,479	4,165	1.8%	-7.0%

Fall 2020 Confirmations

Other Programs

	2017	2018	2019	2020	Δ 2018 to 2020	Δ 2019 to 2020
ACE	263	215	114	57	-73.5%	-50.0%
Pathways	--	--	24	34*	--	41.7%

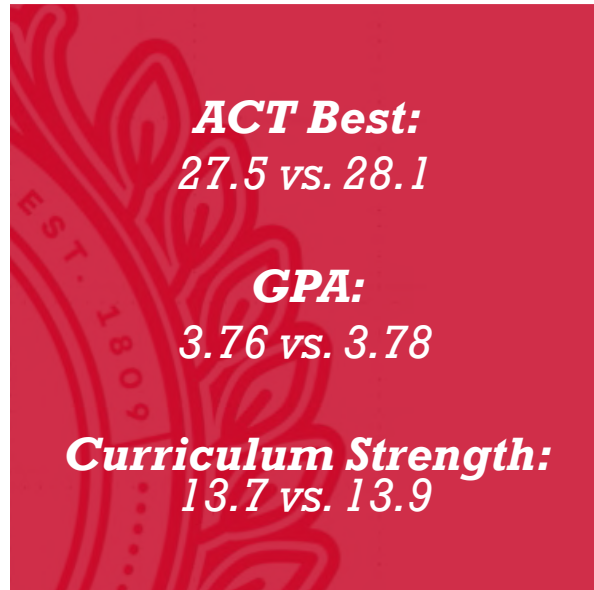
* Pathways will move to Oxford for Fall 2020 due to COVID-19

Fall 2020 Merit Aid Offers

	Resident	Non-Resident	
	Average	Average	Total
Fall 2019	\$5,570	\$13,328	\$210,940,386
Fall 2020	\$5,872	\$16,056	\$260,125,803

Key Metrics

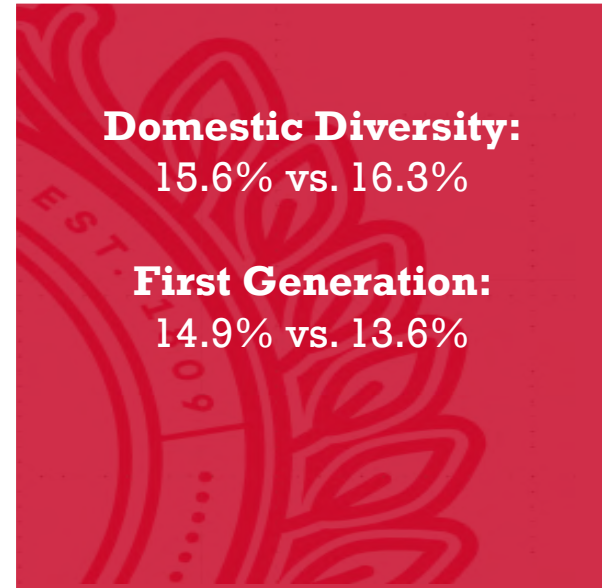
2020 vs. 2019



ACT Best:
27.5 vs. 28.1

GPA:
3.76 vs. 3.78

Curriculum Strength:
13.7 vs. 13.9



Domestic Diversity:
15.6% vs. 16.3%

First Generation:
14.9% vs. 13.6%

KEY INITIATIVES FOR FALL 2021



HONORS COLLEGE

SUPPORTIVE POLICY

Spring 2020
Announcement

Prodesse Scholars

Same Application
Process

Test-Optional Policies

Flexible Deadlines

Individualization

KEY INITIATIVES FOR FALL 2021



DIGITAL

New Digital Outreach

Diversified Inquiry
Sources

Virtual Events and
Tours



OUTREACH

Joint Counselor
Programs

Preparing for Travel

Preparing for Bridges

Questions

Tuition Ordinance For Academic Year 2020-21

Miami University Tuition per Term

Oxford Campus

Undergraduate			
	FY20 Cohort (Fall 2019)	FY21 Cohort (Fall 2020)	Change
Tuition Promise Resident Tuition	\$7,855	\$8,012	2.0%
Tuition Promise Non Resident Tuition	\$17,868	\$18,225	2.0%
	Fall 2019	Fall 2020	Change
Continuing Resident Tuition	\$7,274	\$7,420	2.0%
Continuing Non Resident Tuition	\$16,750	\$17,085	2.0%
Graduate			
	Fall 2019	Fall 2020	Change
Resident	\$7,185	\$7,329	2.0%
Non Resident	\$16,053	\$16,374	2.0%

Miami University Tuition per Term

Regional Campuses

Regional Campus Undergraduate			
	FY20 Cohort (Fall 2019)	FY21 Cohort (Fall 2020)	Change
Tuition Promise Resident Tuition	\$3,043	\$3,165	4.0%
Tuition Promise Non Resident Tuition	\$8,339	\$8,566	2.7%
	Fall 2019	Fall 2020	Change
Continuing Resident Tuition - Lower Division	\$2,638	\$2,691	2.0%
Continuing Non Resident Tuition - Lower Division	\$7,666	\$7,819	2.0%
Continuing Resident Tuition - Upper Division	\$3,988	\$4,068	2.0%
Continuing Non Resident Tuition - Upper Division	\$9,051	\$9,232	2.0%

Tuition for Select University System of Ohio Institutions & Ohio Private Institutions

Institution	Fall 2019 Tuition (per Term)			Expected Change	Fall 2020 Tuition (per Term)
	Instructional	General	Tuition		Estimated Tuition
Miami University	\$6,439	\$1,415	\$7,855	2.0%	\$8,012
Ohio University	\$5,522	\$712	\$6,234	0.0%	\$6,234
Bowling Green State University	\$4,987	\$998	\$5,984	4.1%	\$6,230
University of Cincinnati	\$4,991	\$839	\$5,830	4.1%	\$6,069
Kent State University	\$4,633	\$858	\$5,491	4.1%	\$5,716
Ohio State University	\$5,099	\$443	\$5,542	4.1%	\$5,769
University of Dayton			\$22,050	1.8%	\$22,445
Xavier University			\$20,110	5.0%	\$21,115

Tuition for Select University Regional Campuses and Colleges

Institution	Fall 2019 (per Term)			Expected Change	Fall 2020 (per Term) Estimated Tuition
	Instructional	General	Tuition		
OSU ATI (Wooster)	\$3,819	\$167	\$3,986	4.1%	\$4,150
OSU (except ATI)	\$3,838	\$118	\$3,956	4.1%	\$4,118
Kent State Upper Division	\$3,434	\$207	\$3,641	4.1%	\$3,790
Wright State, Lake Campus	\$2,866	\$339	\$3,205	4.1%	\$3,336
Kent State Lower Division	\$2,900	\$207	\$3,107	4.1%	\$3,234
Miami University	\$2,834	\$209	\$3,043	4.0%	\$3,165
Ohio University	\$2,732	\$33	\$2,765	0.0%	\$2,765
Bowling Green State University, Firelands	\$2,494	\$189	\$2,683	4.1%	\$2,793
Cincinnati State Community College			\$2,575	2.0%	\$2,626
Sinclair Community College			\$1,720	2.0%	\$1,755

Questions?

Board of Trustees
Budget Recommendations
June 19, 2020

FY21 Budget Recommendations

June 19, 2020

Oxford Campus

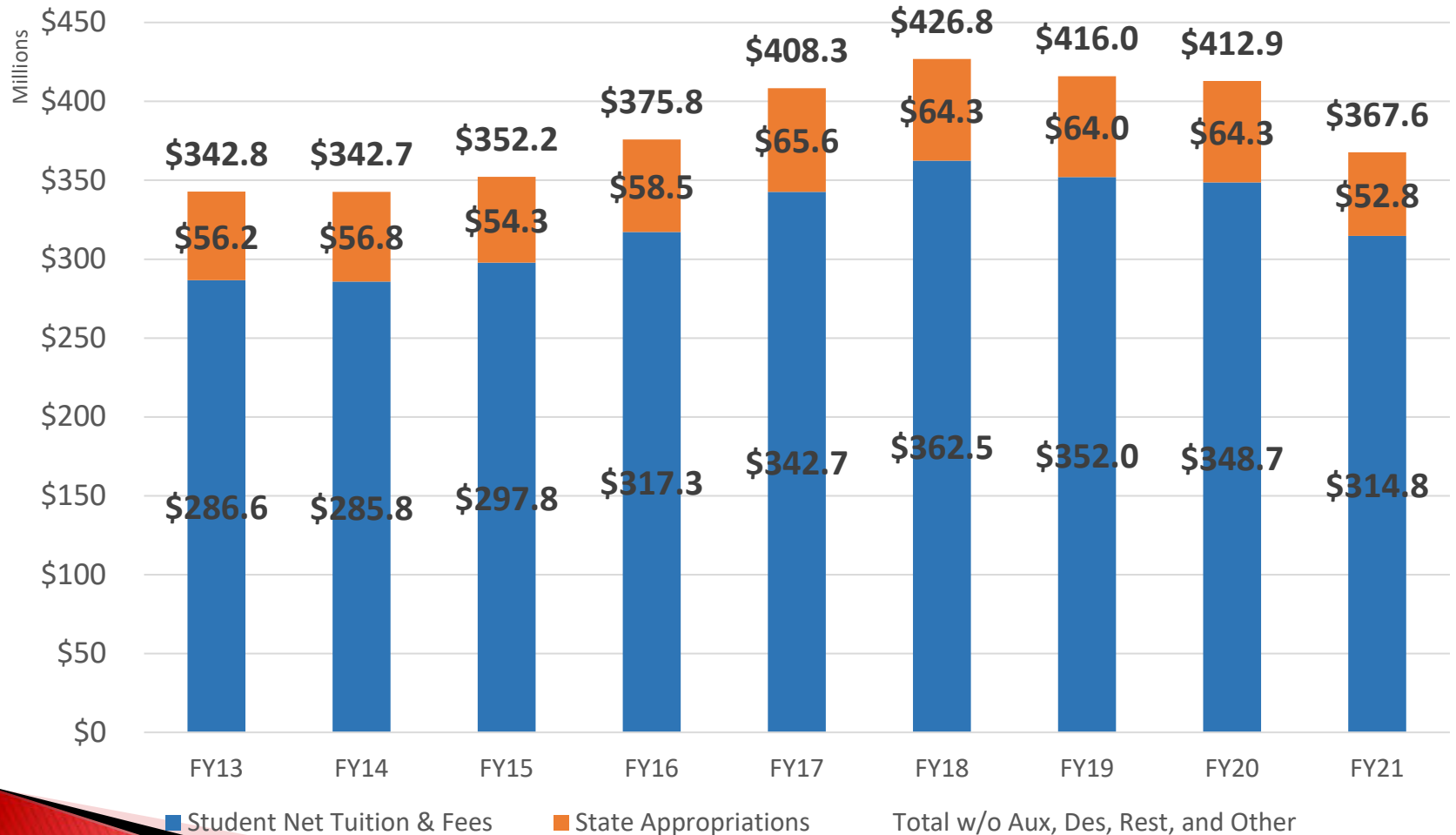
FY 2021 Budget Assumptions

	Oxford FY21	Oxford FY20	Hamilton & Middletown FY21	Hamilton & Middletown FY20
Fall Class - First Time Students	3,955	4,300	759	708
Fall Class - Other Incoming Students	411	458	524	646
Fall Enrollment Mix - Non-Resident	40.7%	41.0%	N/A	N/A
Tuition Increase - Continuing	2.0%	2.0%	N/A	N/A
Tuition Increase - Tuition Promise Resident	2.0%	3.5%	4.0%	3.5%
Tuition Increase - Tuition Promise Non-Resident	2.0%	3.0%	2.7%	1.3%
Tuition Increase - Resident Lower / Upper Division	N/A	N/A	2%/2%	2%/2%
Tuition Increase - Non-Resident Lower / Upper Division	N/A	N/A	2.0%/2.0%	0.7%/0.9%
Tuition Increase - Graduate Resident & Non-Resident	2.0%	2.0%	2.0%	2.0%
State Share of Instruction	\$52.8M	\$66.1M	\$8.8M	\$11.0M
Change in Investment Income	No Change	No Change	No Change	No Change
Salary Increment Pool & Market Adjustments	0.0%	2.0%	0.0%	2.0%
Staff Benefit Rate	38.5%	38.5%	38.5%	38.5%
Utilities Trend	0.0%	0.0%	0.0%	0.0%
Non-Personnel Inflation	2.0%	1.0%	0.0%	0.0%
Undergraduate Cohort Scholarships Increase	\$12.8M	\$16.6M	(\$108,305)	\$42,959
Vacancy Used to Balance Divisonal Budgets	(\$11.6M)	(\$11.6M)	(\$2.3M)	(\$2.6M)
Strategic Priorities Initiatives				
Productivity Improvements	(\$38,857,249)	(\$3,197,057)	(\$1,981,025)	(\$705,694)

Oxford Campus Net Instructional Revenue by Entering Class & Student Type

Student Type	FY17	FY18	FY19	FY20	FY21 Budget
First Time	\$ 49,548,655	\$ 50,772,132	\$ 49,156,893	\$ 51,056,356	\$ 45,982,922
Transfer	\$ 3,155,139	\$ 2,750,680	\$ 2,420,117	\$ 3,098,466	\$ 3,052,757
Relocates	\$ 3,744,346	\$ 3,966,114	\$ 2,851,082	\$ 2,563,931	\$ 2,475,143
ACE	\$ 8,261,620	\$ 5,039,194	\$ 6,010,170	\$ 3,341,229	\$ 1,643,205
Total	\$ 64,709,760	\$ 62,528,120	\$ 60,438,261	\$ 60,059,981	\$ 53,154,027
Year over Year % Change	2.4%	-3.4%	-3.3%	-0.6%	-11.5%

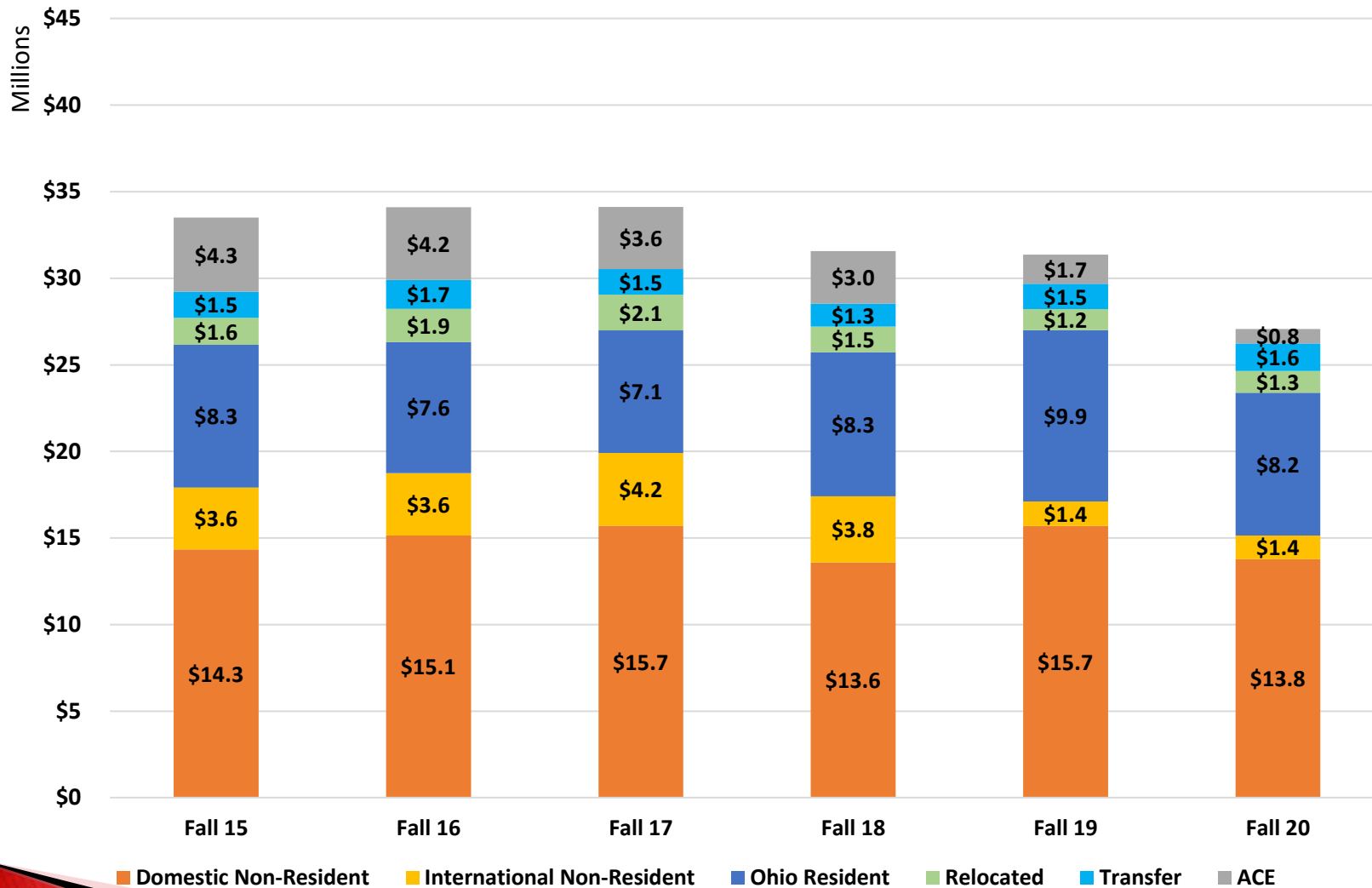
Oxford Campus Revenue Budgets FY13 to FY21



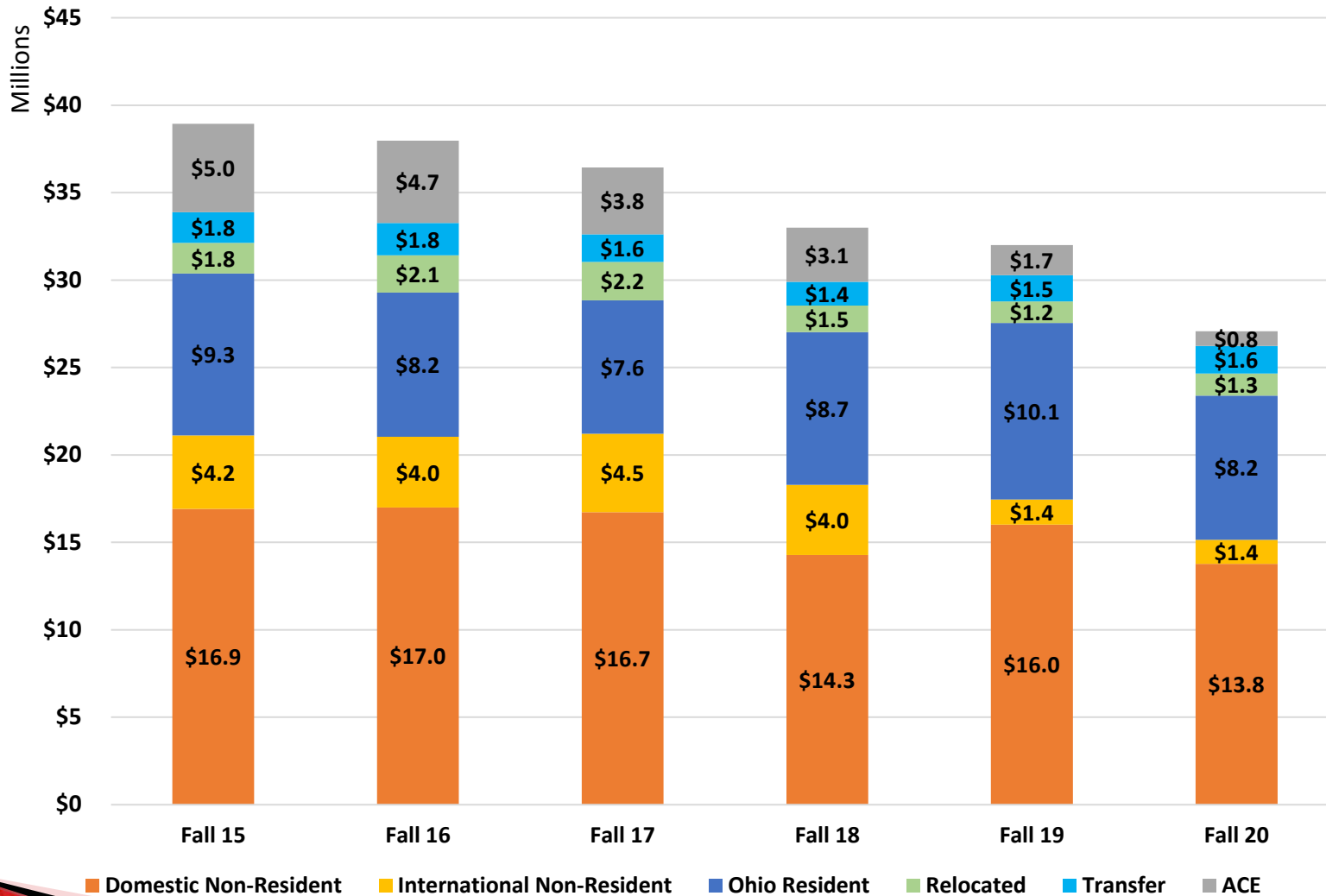
Oxford Campus FY2021 Revenue Budget

Revenue	FY21 Budget	FY20 Budget
Student Tuition & Other Fees	\$ 429,494,304	\$ 450,515,467
Less Tuition Discounts	114,690,963	101,863,363
Net Tuition & Fees	314,803,341	348,652,104
State Appropriations	52,844,762	64,289,270
Other General Fund Revenue	8,407,618	8,224,258
Total General Fund	\$ 376,055,721	\$ 421,165,632
Designated Funds	48,933,136	48,558,294
Restricted Funds	50,460,618	51,376,251
Auxiliary Funds	179,966,035	200,342,589
Total Designated, Restricted and Auxiliary Fun	\$ 279,359,789	\$ 300,277,134
Total Revenues	\$ 655,415,510	\$ 721,442,766

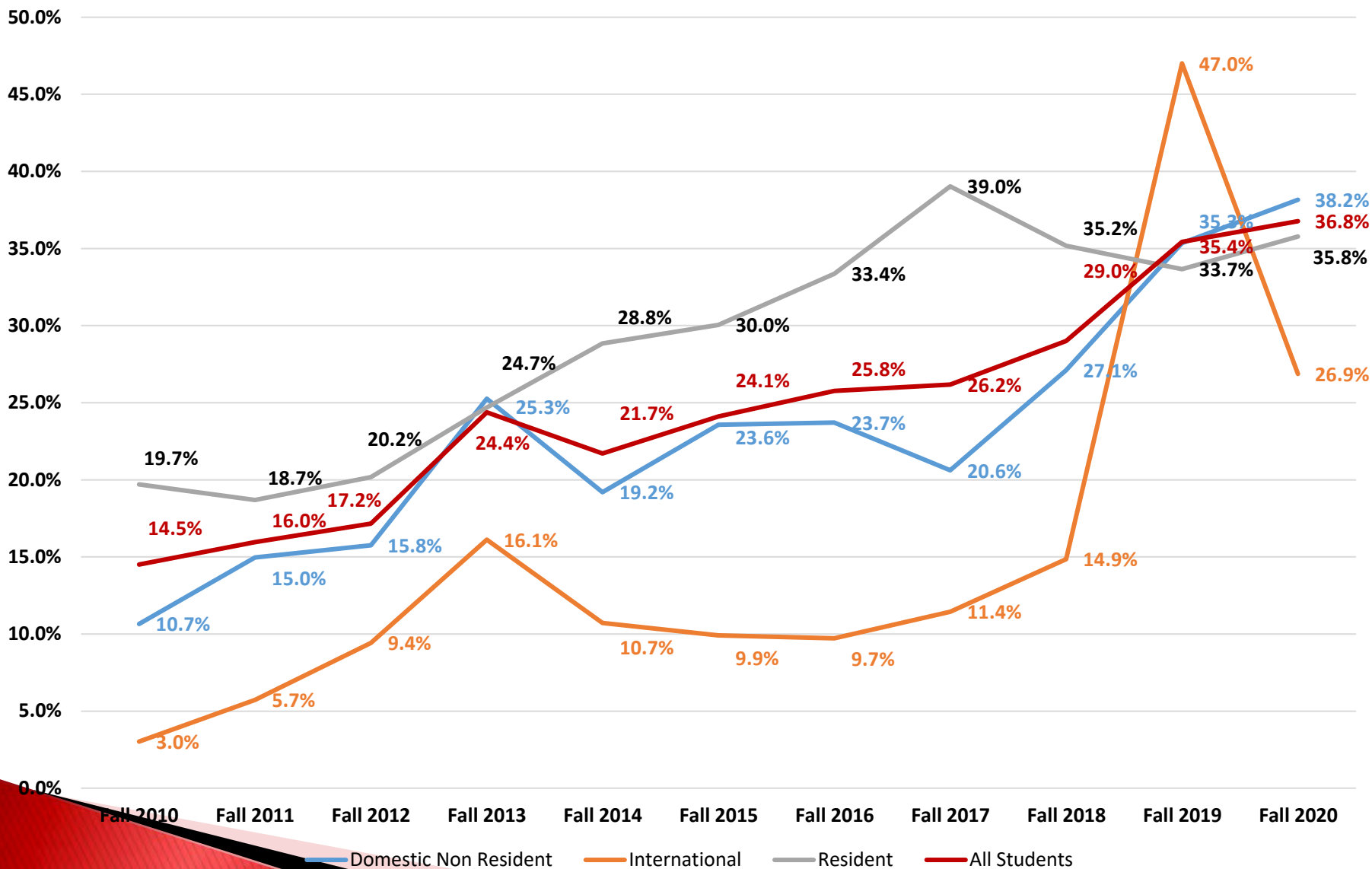
Fall 15 - Fall 20 Net Instructional Revenue Comparison First Time Students



Fall 15 - Fall 20 Net Instructional Revenue Comparison **Normalized to Fall 20** First Time Students



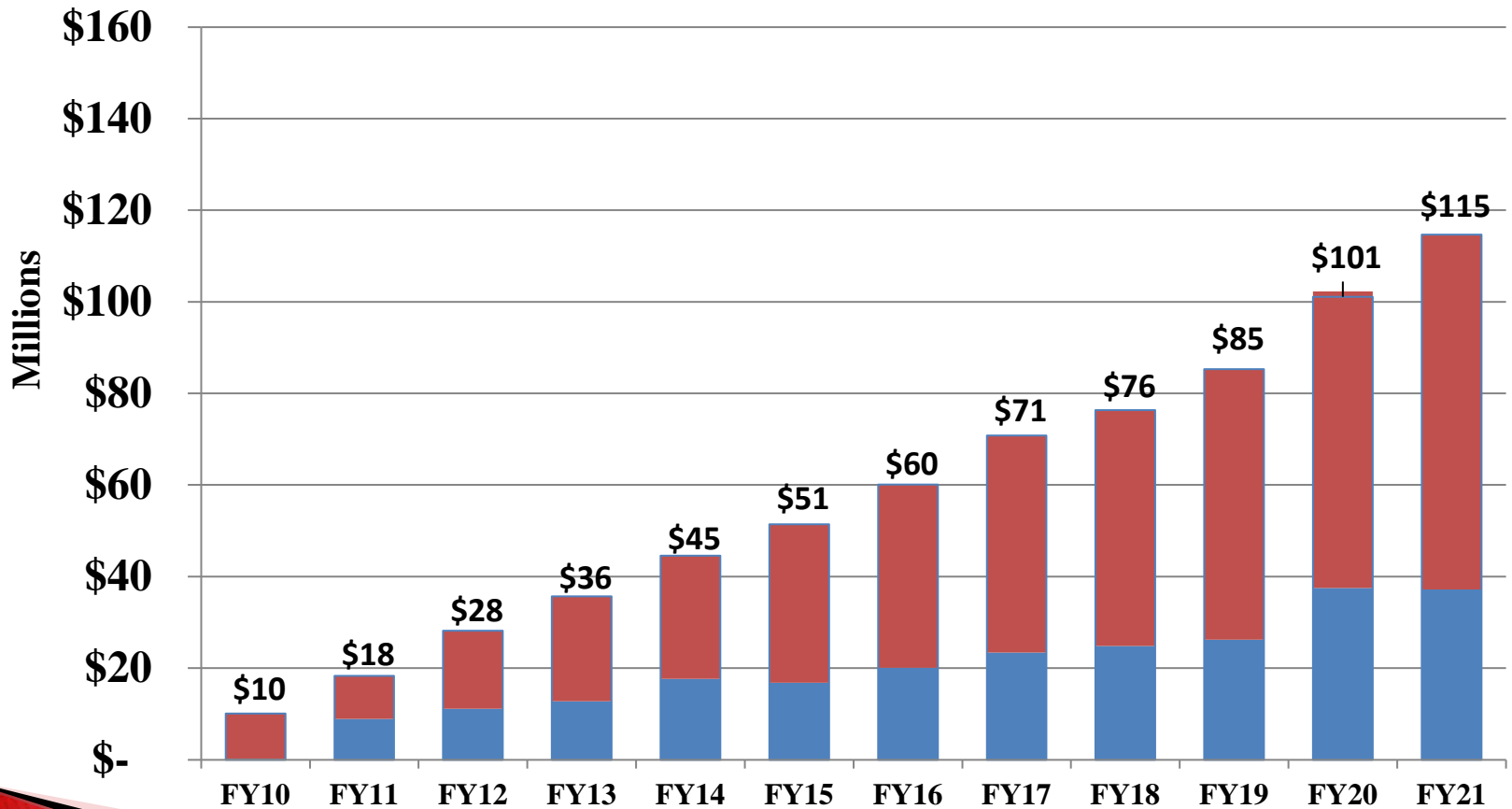
Financial Aid as a Percent of Incoming Class Tuition Normalized to Fall 2020 Tuition



Undergraduate Cohort-Based Financial Aid

Assumed Res +2.0%, Non-Res +2.0% for FY21
with 0.5% Increased Discount, Classes of 3,955 40.7%

■ Total Incoming Cohort ■ Total Continuing Cohort



FY 2021 Major Expense Budget Changes Oxford Campus – General Fund

Administrative Service Charge Reduction	\$834,928
Title IX Enhancements	\$525,000
QHI Contract Commission	\$335,631
Promotion & Tenure	\$429,350
General Fee Changes	\$269,653
Increases in Insurance & Other Central Expense	\$304,106
Severance Pay	\$250,000
QHI Contract Flat Fee	\$55,000
Other Budget Changes	\$120,732
Stacked & Accelerated Reallocation	(\$17,012,501)
Additional Budget Cuts	(\$20,329,842)
General Fee Reductions	(\$1,514,906)
Change in Debt Service	(\$13,286)
FY21 Major Budget Changes	(\$35,746,135)
Elimination of Surplus	(\$7,743,365)
Total FY21 Changes	(\$43,489,500)

Oxford Campus

FY 2021 Proposed Expense and Transfers

Oxford Campus Expenditures	FY2021	FY2020
Salaries	\$188,068,957	\$193,291,145
Staff Benefits	\$66,947,591	\$66,252,048
Scholarships, Fellowships & Fee Waivers	\$133,561,237	\$120,631,262
Less Financial Aid Discount	(\$114,690,963)	(\$101,863,363)
Graduate Assistants	\$17,948,279	\$19,858,973
Utilities	\$8,918,541	\$13,360,064
Other Expenditures	<u>\$12,438,496</u>	<u>\$32,935,136</u>
Sub-Total General Fund Expenditures	\$313,192,139	\$344,465,265
General Fund Transfers		
Debt Service (Mandatory)	\$6,766,038	\$6,779,324
General Fee & Other (Non-Mandatory)	<u>\$56,097,543</u>	<u>\$62,177,678</u>
Total General Fund	\$376,055,720	\$413,422,267
Designated Funds	\$48,933,136	\$48,558,294
Restricted Funds	\$50,460,618	\$51,376,251
Auxiliary Enterprises:		
Expenditures	\$114,751,230	\$121,777,763
Debt Service (Mandatory)	\$50,296,173	\$50,350,438
Renewals and Replacements	\$14,552,473	\$27,848,228
Other Transfers	<u>\$366,160</u>	<u>\$366,160</u>
Total Auxiliaries	\$179,966,036	\$200,342,589
TOTAL	\$655,415,510	\$713,699,401

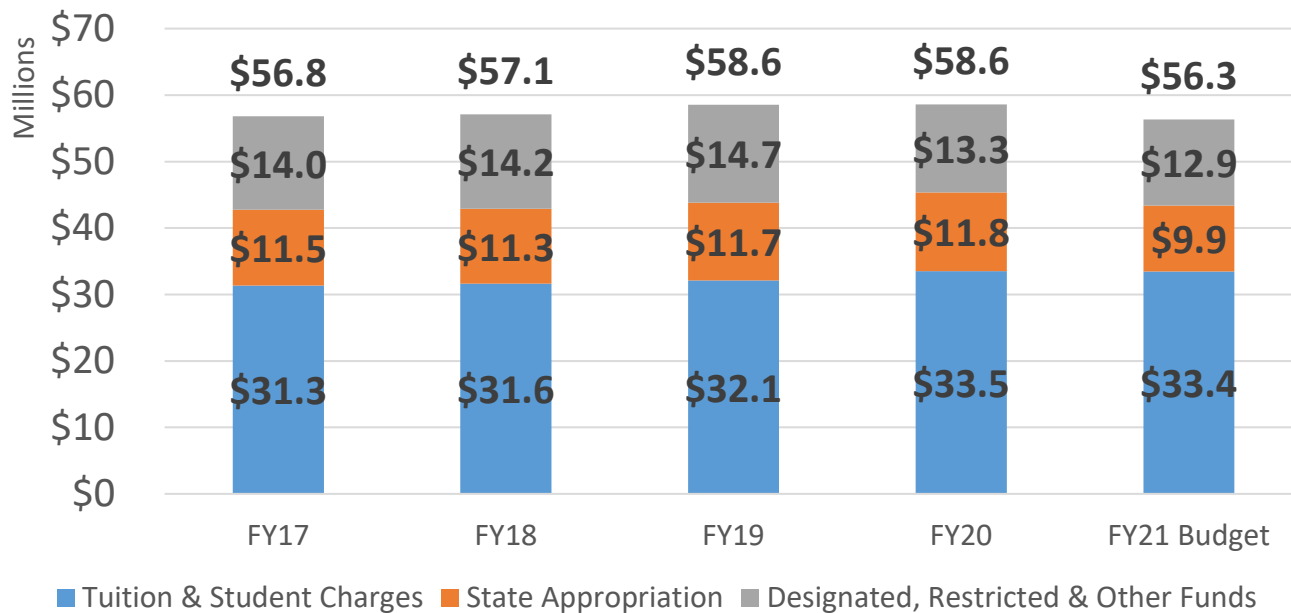
Oxford Campus Long Range Model - Repeat Classes of 3,955 @ 40.7% Non-Residency							
	FY20 Budget	FY 2020 Proj	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Revenue							
Undergraduate Net Instructional Revenue							
Incoming Class Instructional Fee	\$99,358,542	\$98,421,298	\$91,486,387	\$93,600,408	\$95,472,416	\$97,381,864	\$99,329,502
Incoming Class Base Financial Aid	\$29,714,122	\$29,843,838	\$33,536,804	\$37,066,343	\$38,252,311	\$39,475,483	\$40,726,527
Increased Price Incoming Class Financial Aid	\$1,199,409	\$1,119,529	\$670,736	\$787,063	\$800,345	\$815,079	\$829,168
Increased Discount Incoming Class	\$4,657,420	\$5,821,514	\$4,124,820	\$467,186	\$469,312	\$465,508	\$468,032
Incoming Class Net Instructional Revenue	\$63,787,590	\$61,636,417	\$53,154,027	\$55,279,815	\$55,950,448	\$56,625,795	\$57,305,774
Change in Incoming Class Net Instructional Revenue			(\$8,482,390)	\$2,125,789	\$670,633	\$675,346	\$679,980
Returning Student Instructional Fee	\$267,302,590	\$259,278,306	\$260,239,976	\$257,927,094	\$260,697,858	\$260,561,871	\$263,280,544
Returning Student Financial Aid	\$80,891,569	\$77,251,134	\$92,495,852	\$105,518,800	\$117,340,428	\$119,941,007	\$123,610,408
Returning Student Net Instructional Revenue	\$186,411,021	\$182,027,172	\$167,744,124	\$152,408,294	\$143,357,430	\$140,620,864	\$139,670,136
Graduate Net Instructional Revenue							
GR Total Instructional Fee	\$29,159,317	\$28,712,293	\$25,692,614	\$28,575,183	\$29,024,039	\$29,604,520	\$30,071,510
GR Total Financial Aid	\$24,133,713	\$20,587,962	\$22,009,440	\$22,368,406	\$22,734,550	\$23,108,018	\$23,488,955
GR Total Net Instructional Revenue	\$5,025,604	\$8,124,331	\$3,683,174	\$6,206,777	\$6,289,489	\$6,496,502	\$6,582,555
General Fees, State Support, Investments & Other	\$127,208,544	\$121,801,140	\$113,327,708	\$113,769,070	\$114,134,781	\$114,428,346	\$115,348,870
Total Revenue Sources	\$382,432,760	\$373,589,060	\$337,909,032	\$326,482,732	\$318,550,923	\$316,990,281	\$317,726,110
Expense							
Salaries	\$203,664,514	\$203,664,514	\$203,760,395	\$204,470,395	\$204,530,395	\$204,840,395	\$205,150,395
Promotion & Tenure + Market Adjustments	\$1,383,625	\$1,383,625	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000
Budgeted Divisional Salary & Benefit Vacancy	(\$11,613,981)	(\$11,613,981)	(\$11,613,981)	(\$11,613,981)	(\$11,613,981)	(\$11,613,981)	(\$11,613,981)
Health Care	\$30,207,101	\$30,207,101	\$32,227,813	\$32,929,745	\$33,619,585	\$34,323,318	\$35,041,217
Other Benefits	\$40,503,026	\$40,503,026	\$40,138,220	\$40,209,681	\$40,248,475	\$40,286,637	\$40,324,169
Utilities	\$13,360,064	\$12,869,638	\$13,294,441	\$13,561,997	\$13,837,580	\$14,121,431	\$14,413,796
Non-Personnel Expenses	\$32,912,794	\$32,912,795	\$34,284,283	\$34,850,303	\$35,104,049	\$35,362,869	\$35,626,865
Capital Expense	\$5,480,000	\$5,480,000	\$5,480,000	\$5,480,000	\$5,480,000	\$5,480,000	\$5,480,000
Other Transfers	\$7,669,032	\$8,984,319	\$5,672,724	\$6,820,075	\$6,820,075	\$6,820,075	\$6,820,075
Debt Service	\$6,779,324	\$6,779,324	\$6,766,037	\$6,760,493	\$6,737,804	\$6,739,091	\$6,556,531
General Fee Allocation	\$51,876,802	\$47,639,568	\$52,287,359	\$52,728,721	\$53,094,432	\$53,387,997	\$54,308,521
Subtotal Expense	\$382,222,302	\$378,809,930	\$382,607,291	\$386,507,431	\$388,168,414	\$390,057,832	\$392,417,589
Non Academic Affairs Commitments & Investments	\$3,872,204	\$3,872,204	\$525,000	\$0	\$0	\$0	\$0
Total Expense	\$386,094,506	\$382,682,134	\$383,132,291	\$386,507,431	\$388,168,414	\$390,057,832	\$392,417,589
Surplus / (Deficit) before Adjustments	(\$3,661,746)	(\$9,093,072)	(\$45,223,258)	(\$60,024,699)	(\$69,617,492)	(\$73,067,551)	(\$74,691,480)
Administrative Productivity Savings	\$2,596,809	\$2,596,809	\$11,868,918	\$11,868,918	\$11,868,918	\$11,868,918	\$11,868,918
Provost Offices Productivity Savings	\$490,411	\$490,411	\$2,959,046	\$2,959,046	\$2,959,046	\$2,959,046	\$2,959,046
Academic Dean's Offices Productivity Savings	\$207,462	\$207,462	\$1,791,691	\$1,791,691	\$1,791,691	\$1,791,691	\$1,791,691
Auxiliary Productivity Savings	\$610,429	\$610,429	\$3,327,630	\$3,327,630	\$3,327,630	\$3,327,630	\$3,327,630
Additional Budget Reductions			\$21,844,748	\$21,844,748	\$21,844,748	\$21,844,748	\$21,844,748
One-Time Severance Pay	\$0	\$0	(\$250,000)	\$250,000	\$0	\$0	\$0
Scholarship Offsets from Fundraising	\$0	\$0	\$1,181,225	\$1,181,225	\$1,181,225	\$1,181,225	\$1,181,225
Administrative Vacancy & Benefits (Capital Spending)	\$5,000,000	\$5,000,000	\$0	\$0	\$0	\$0	\$0
Redirect Classroom Enhancement	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000
Surplus/(Deficit) after Adjustments	\$7,743,365	\$2,312,039	(\$0)	(\$14,301,441)	(\$24,144,234)	(\$27,594,293)	(\$29,218,222)

Regional Campus Budget

FY 2021 Regional Fall Class

Fall Class - First Time Students	FY21	FY20
First Time Attending Post Secondary Education	759	708
Fall Class - Other Incoming Students		
Transfer Students	205	211
Relocated Students	9	34
English Language Center (ELC) Students	120	150
College Credit Plus (CCP) Students	157	168
Other	33	83
Total Fall Class - Other Incoming Students	524	646
Total Fall Class	1,283	1,354

Regional Campus All Fund Revenue FY17 - FY21



Regional Campus FY2021 Revenue Budget

Revenue	Hamilton	Middletown	VOALC	FY21 Total
Student Tuition & Other Fees	\$20,287,458	\$15,412,737	\$ -	\$35,700,195
Less Tuition Discounts	844,040	1,140,313	-	1,984,353
Net Tuition & Fees	19,443,418	14,272,424	-	33,715,842
State Appropriations	5,796,234	4,129,901	-	9,926,135
Other General Fund Revenue	129,500	60,402	-	189,902
Transfer In & Use of Reserves	598,672	-	830,303	1,428,975
Total General Fund	\$25,967,824	\$18,462,727	\$830,303	\$45,260,854
Designated Funds	777,700	2,416,000	-	3,193,700
Restricted Funds	6,270,000	3,020,000	-	9,290,000
Auxiliary Funds			-	-
Total Designated, Restricted and Auxiliary Funds	\$ 7,047,700	\$ 5,436,000	\$ -	\$12,483,700
Total Revenues	\$33,015,524	\$23,898,727	\$830,303	\$57,744,554

Regional Campus FY 2021 Proposed Expense and Transfer

Regional Campus Expenditures	FY2021	FY2020
Salaries	\$ 25,284,841	\$ 26,045,391
Staff Benefits	\$ 8,689,616	\$ 8,771,085
Scholarships, Fellowships & Fee Waivers	\$ 1,984,353	\$ 2,092,658
Less Financial Aid Discount	\$ (1,984,353)	\$ (2,092,658)
Graduate Assistants	\$ -	\$ -
Utilities	\$ 851,320	\$ 1,091,320
Other Expenditures	<u>\$ 8,730,586</u>	<u>\$ 9,159,712</u>
Sub-Total General Fund Expenditures	\$ 43,556,363	\$ 45,067,508
General Fund Transfers		
Debt Service (Mandatory)	\$ 493,210	\$ 493,927
General Fee & Other (Non-Mandatory)	<u>\$ 1,211,281</u>	<u>\$ 1,128,382</u>
Total General Fund	\$ 45,260,854	\$ 46,689,817
Designated Funds	\$ 3,193,700	\$ 2,824,200
Restricted Funds	\$ 9,290,000	\$ 10,227,500
Auxiliary Enterprises:		
Expenditures	\$ -	\$ -
Debt Service (Mandatory)	\$ -	\$ -
Other Transfers	\$ -	\$ -
Total Auxiliaries	<u>\$ -</u>	<u>\$ -</u>
TOTAL	\$ 57,744,554	\$ 59,741,517

FY 2021 Major Budget Changes Regional Campuses

Change in Allowance for Unspent Salaries	\$ 278,075
Promotion & Tenure	\$ 71,145
Other Changes	\$ (143,152)
Stacked & Accelerated Reallocation	<u>\$ (1,981,025)</u>
FY21 Major Budget Changes	\$ (1,774,957)

Miami University

College of Liberal Arts and Applied Science

Five year budget forecast with No Increment, Accelerated Reallocation, Repeating Classes of 759 in FY21 to FY25

	Projection		FY21	FY22	FY23	FY24	FY25
	FY20	FY20					
Revenue:							
Total UG Instructional Fee	\$32,868,843	\$33,010,993	\$32,823,556	\$31,600,964	\$30,773,791	\$30,800,321	\$31,056,200
Total UG Financial Aid	\$2,092,658	\$1,736,731	\$1,984,353	\$2,055,674	\$2,088,499	\$2,117,472	\$2,147,821
Total UG Net Instructional Revenue	\$30,776,185	\$31,274,262	\$30,839,203	\$29,545,289	\$28,685,292	\$28,682,849	\$28,908,379
Other Student Fees							
UG General Fees	\$1,545,292	\$1,599,611	\$1,530,250	\$1,519,029	\$1,515,924	\$1,533,994	\$1,555,146
GR General Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Student Fees	\$274,200	\$274,200	\$274,200	\$274,200	\$274,200	\$274,200	\$274,200
State Share in Instruction	\$10,883,076	\$10,625,641	\$8,820,122	\$8,820,122	\$8,820,122	\$8,820,122	\$8,820,122
Other from State (PSEOP)	\$952,730	\$1,133,497	\$1,106,013	\$1,119,935	\$1,122,662	\$1,122,128	\$1,122,128
All Other Revenue	\$189,902	\$189,902	\$189,902	\$189,902	\$189,902	\$189,902	\$189,902
Total Other Revenue	\$13,845,200	\$13,822,851	\$11,920,487	\$11,923,187	\$11,922,810	\$11,940,346	\$11,961,498
Total Revenue	\$44,621,386	\$45,097,113	\$42,759,690	\$41,468,477	\$40,608,101	\$40,623,195	\$40,869,876
Expenditures							
Salaries	\$26,945,035	\$26,945,035	\$27,724,989	\$27,340,529	\$27,374,515	\$27,408,304	\$27,441,891
Promotion & Tenure	\$42,000	\$42,000	\$51,000	\$42,000	\$42,000	\$42,000	\$42,000
Allowance for Unspent Salaries	(\$1,580,267)	(\$1,580,267)	(\$1,669,066)	(\$1,669,066)	(\$1,669,066)	(\$1,669,066)	(\$1,669,066)
Staff Benefits	\$5,310,096	\$5,310,096	\$5,735,582	\$5,584,100	\$5,597,185	\$5,610,193	\$5,623,125
Allowance for Unspent Benefits	(\$719,335)	(\$719,335)	(\$640,597)	(\$640,597)	(\$640,597)	(\$640,597)	(\$640,597)
Anticipated Benefit Redistribution	(\$281,250)	(\$281,250)	(\$210,938)	(\$158,203)	(\$118,652)	(\$88,989)	(\$66,742)
Healthcare	\$4,104,773	\$4,104,773	\$4,104,773	\$4,186,869	\$4,270,606	\$4,356,018	\$4,443,139
Operating Expense	\$5,993,705	\$5,993,705	\$5,675,291	\$5,675,291	\$5,675,291	\$5,675,291	\$5,675,291
Utilities	\$1,029,000	\$1,029,000	\$1,044,000	\$1,060,380	\$1,077,088	\$1,094,129	\$1,111,512
Other Transfers	\$1,027,676	\$1,052,398	\$1,201,851	\$1,220,528	\$1,217,753	\$1,236,159	\$1,257,654
Debt Service	\$61,741	\$61,741	\$61,651	\$61,646	\$61,331	\$61,331	\$61,331
Branch Campus Indirect Charge	\$3,222,347	\$3,222,347	\$3,097,228	\$3,054,303	\$2,998,590	\$3,003,677	\$3,024,838
Subtotal Expenses	\$45,155,521	\$45,180,243	\$46,175,765	\$45,757,779	\$45,886,042	\$46,088,450	\$46,304,375
New commitments & investments	\$404,770	\$404,770	(\$354,027)	\$0	\$0	\$0	\$0
Total Expenditures	\$45,560,291	\$45,585,013	\$45,821,738	\$45,757,779	\$45,886,042	\$46,088,450	\$46,304,375
Surplus/(Deficit) after Transfer from Fund Balance	(\$938,906)	(\$487,900)	(\$3,062,048)	(\$4,289,302)	(\$5,277,941)	(\$5,465,255)	(\$5,434,498)
Increase allowance for unspent salaries/benefits	\$288,136	\$288,136	\$0	\$0	\$0	\$0	\$0
Productivity	\$322,057	\$322,057	\$1,981,025	\$1,981,025	\$1,981,025	\$1,981,025	\$1,981,025
National Pathways Program (net of expense)	\$277,887	\$47,692	\$0	\$284,646	\$288,074	\$291,535	\$295,028
National Pathways Program General Fee	\$71,755	\$71,755	\$0	\$73,778	\$74,811	\$75,858	\$76,920
National Pathways Program General Fee Transfer	(\$71,755)	(\$71,755)	\$0	(\$73,778)	(\$74,811)	(\$75,858)	(\$76,920)
Increased Oxford Nursing Students (net of expense)	(\$286,942)	(\$346,250)	(\$225,319)	\$88,060	\$553,912	\$691,670	\$698,276
Expand ELC program to Hamilton (net of expense)	\$222,966	\$460,437	\$714,081	\$889,403	\$903,474	\$916,693	\$930,176
Early Childhood Education (net of expense)	\$114,802	\$36,875	\$229,399	\$247,521	\$255,675	\$260,154	\$264,108
Total Opportunities	\$938,906	\$808,946	\$2,699,186	\$3,490,655	\$3,982,160	\$4,141,077	\$4,168,614
Net Adjusted Surplus / (Deficit)	\$0	\$321,046	(\$362,862)	(\$798,647)	(\$1,295,781)	(\$1,324,178)	(\$1,265,885)

Appropriation Ordinance 2021

APPROPRIATION ORDINANCE 2021

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:

General Fund Expenditures:	
Salaries	\$213,353,799
Benefits	\$75,637,208
Financial Aid	\$153,493,869
Less: Scholarships Treated as Discount	\$(116,675,316)
Utilities	\$9,769,861
Support Expense	\$21,169,082
Subtotal General Fund Expenditures	\$356,748,503
General Fund Transfers	
Debt Service (mandatory transfer)	\$7,273,251
General Fee and Other (non-mandatory transfers)	\$57,294,821
Total General Fund	\$421,316,576
Designated Fund	\$52,126,836
Restricted Fund	\$59,750,618
Auxiliary Enterprises:	
Expenditures	\$114,751,230
Debt Service (mandatory transfer)	\$50,296,173
Other Transfers	\$14,918,633
Total Auxiliaries	\$179,966,036
TOTAL	\$713,160,065

Be it Further Ordained: that the Senior Vice President for Finance and Business Services and Treasurer, 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”).

Questions?

**Miami University
June 19, 2020**

Resolutions and Ordinances

1. Oxford Undergraduate Tuition Ordinance
2. Regional Undergraduate Tuition and Fee Ordinance
3. Graduate Tuition and Fee Ordinance
4. Miscellaneous Fee Ordinance
5. Fiscal Year 2021 Budget Appropriation Ordinance
6. Amended Non-Endowment Funds Investment Policy Resolution

Other Business

1. FY2020 Forecasted Operating Results

Reporting Updates

1. IACS Report to Finance and Audit Committee
2. Report on Cash and Investments
3. Status of Capital Projects
4. Lean Project Update
5. Healthcare Dashboard
6. Fitch Ratings Outlook OH Series 2020
7. Moody's Update to Credit Analysis



BOARD OF TRUSTEES
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June 19, 2020
Finance and Audit

Tuition Ordinance 2020-03
Instructional, General, and Out of State Fees
Undergraduate Students at the Oxford Campus
2020-2021 Academic Year

WHEREAS, Miami University established the Miami University Tuition Promise program under Ohio Revised Code §3345.48; and

WHEREAS, the Ohio General Assembly's proposed legislation would limit the amount that tuition and fees may be increased by two percent (2%) for resident undergraduate students; and

WHEREAS, existing law also provides for tuition to rise for a tuition guarantee by the amount of change in the consumer price index for the past 36 months as of December 31, 2019; and

WHEREAS, the Board of Trustees shall establish the tuition to be charged to students which is to be comprised of an instructional fee for educational and associated support costs of the university and a general fee for noninstructional student services and programs; and

WHEREAS, the instructional and general fee shall uniformly apply to all undergraduate courses of instruction offered by the Oxford campus, regardless of the mode of instruction; and

NOW, THEREFORE, BE IT ORDAINED: The Board of Trustees of Miami University authorizes an increase in the resident undergraduate tuition in the amount of 2.0% for the fall 2020 resident cohort; and

BE IT FURTHER ORDAINED: The Board of Trustees of Miami University authorizes a 2.0% increase in tuition for the non-resident fall 2020 cohort as shown on the attached table; and

BE IT FURTHER ORDAINED: The Board of Trustees of Miami University authorizes a 2.0% increase in tuition for continuing students not included in the Miami Tuition promise as shown below; and

BE IT FURTHER ORDAINED: The Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to establish hourly rates consistent with this ordinance for part-time students and tuition rates for summer and winter terms; and

BE IT FURTHER ORDAINED: The Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to allocate the distribution of tuition between instructional and general fees; and

BE IT FURTHER ORDAINED: The Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer to determine the allocation of the general fee between the University Student Auxiliary Allocation and the Student Organization Allocation for the Oxford Campus; and

BE IT FURTHER ORDAINED: The Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer to budget and expend, in accordance with general university procedures, the University Student Auxiliary Allocation for the Oxford Campus and authorizes the Vice President for Student Affairs to fund the Associated Student Government from the Student Organization Allocation.

*Approved by the Board of Trustees
June 19, 2020*



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

*Approved by the Board of Trustees
June 19, 2020*



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

Tuition Promise Per Term			
	FY20	FY21	%
Resident Student	(Fall 2019 Cohort)	(Fall 2020 Cohort)	Change
Tuition	\$7,854.72	\$8,011.80	2.0%
Career Services Fee	\$100.00	\$100.00	0.0%
Non Resident Student	(Fall 2019 Cohort)	(Fall 2020 Cohort)	Change
Tuition	\$17,867.76	\$18,225.12	2.0%
Career Services Fee	\$100.00	\$100.00	0.0%

Continuing On Campus per Term			
	FY20	FY21	%
Resident Student	\$7,274.04	\$7,419.60	2.0%
Non Resident Student	\$16,749.96	\$17,085.00	2.0%

Continuing Off Campus per Term			
	FY20	FY21	%
Resident Student	\$7,329.12	\$7,475.64	2.0%
Non Resident Student	\$16,805.04	\$17,141.04	2.0%



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June 19, 2020
Finance and Audit

Tuition Ordinance 2020-04
Instructional, General, and Out of State Fees
Undergraduate Students at the Regional Campuses
2020-2021 Academic Year

WHEREAS, Miami University established the Miami University Tuition Promise program under Ohio Revised Code §3345.48; and

WHEREAS, the Ohio General Assembly through its legislation has limited the amount that tuition and fees may be increased by two percent (2%) for resident undergraduate students; and

WHEREAS, existing law also provides for tuition to rise for a tuition guarantee by the amount of change in the consumer price index for the past 36 months as of December 31, 2019; and

WHEREAS, the Board of Trustees shall establish student tuition which is to be billed as an instructional fee for educational and associated support costs of the university and a general fee for noninstructional student services and programs; and

WHEREAS, the instructional and general fee shall uniformly apply to all undergraduate courses of instruction offered by the Regional Campuses, regardless of the mode of instruction;

NOW, THEREFORE, BE IT ORDAINED: The Board of Trustees of Miami University authorizes an increase in the resident undergraduate tuition in the amount of 4.0% for the fall 2020 resident cohort; and

BE IT FURTHER ORDAINED: The Board of Trustees of Miami University authorizes a 2.7% increase in tuition for the non-resident fall 2020 cohort as shown in the attached table; and

BE IT FURTHER ORDAINED: The Board of Trustees of Miami University authorizes a 2.0% increase in tuition for continuing resident students not included in the Miami Tuition promise as shown below; and

BE IT FURTHER ORDAINED: The Board of Trustees of Miami University authorizes a 2.0% increase in lower division tuition and a 2.0% increase in upper division tuition for continuing non-resident students not included in the Miami Tuition promise as shown below; and

BE IT FURTHER ORDAINED: that the Board of Trustees approves comprehensive tuition for non-resident students participating in the fully on-line programs presented on the attached table;

BE IT FURTHER ORDAINED: The Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to establish hourly rates consistent with this ordinance for part-time students and tuition rates for summer and winter terms; and

BE IT FURTHER ORDAINED: The Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to allocate the distribution of tuition between instructional and general fees; and

BE IT FURTHER ORDAINED: The Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer to determine the allocation of the general fee between the University Student Auxiliary Allocation and the Student Organization Allocation for the Oxford Campus; and

BE IT FURTHER ORDAINED: The Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer to budget and expend, in accordance with general university procedures, the University Student Auxiliary Allocation for the Oxford Campus and authorizes the Vice President for Student Affairs to fund the Associated Student Government from the Student Organization Allocation.

*Approved by the Board of Trustees
June 19, 2020*



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

*Approved by the Board of Trustees
June 19, 2020*



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

Tuition Promise Per Term			
	FY20	FY21	%Change
Resident Student	(Fall 2019 Cohort)	(Fall 2020 Cohort)	
Tuition	\$3,042.96	\$3,164.64	4.0%
Career Services Fee	\$100.00	\$100.00	0.0%
Non Resident Student	FY20	FY21	%Change
	(Fall 2019 Cohort)	(Fall 2020 Cohort)	
Tuition	\$8,338.82	\$8,566.44	2.7%
Career Services Fee	\$100.00	\$100.00	0.0%

Continuing Lower Division per Term			
	FY20	FY20	%Change
Resident Student	\$2,638.44	\$2,691.12	2.0%
Non Resident Student	FY20	FY20	%Change
	\$7,666.14	\$7,819.32	2.0%

Continuing Upper Division per Term			
	FY20	FY20	%Change
Resident Student	\$3,987.84	\$4,067.52	2.0%
Non Resident Student	FY20	FY20	%Change
	\$9,050.93	\$9,231.84	2.0%

Online Programs Non-Resident Tuition (Per Credit Hour)	
	<u>FY20</u>
RN-BSN Completion Program	\$350.00
Bachelor of Science in Commerce	\$350.00
Bachelor of Arts or Bachelor of Science, Lit	\$350.00
Associate of Applied Business	\$350.00
Bachelor of Science in Health Communicat	\$350.00
Bachelor of Arts in Health Information Tec	\$350.00



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June 19, 2020
Finance and Audit

TUITION ORDINANCE 2020-05

Instructional, General, and Out of State Fees, and Comprehensive Charges
Graduate Students at all Campuses
2020-2021 Academic Year

WHEREAS, Miami University is committed to providing a quality and affordable education and services to its graduate students; and

WHEREAS, the Board of Trustees of Miami University annually adopts tuition (instructional and general fees) and an out-of-state surcharge for graduate students on all campuses; and

WHEREAS, the University has identified new graduate program offerings that have unique costs and market conditions; and

WHEREAS, in an attempt to meet state economic development and educational attainment goals, retain talent in the state of Ohio, and to increase graduate enrollment, tuition in programs with specific graduate comprehensive tuition rates will include a waiver of the out of state surcharge of \$752.81 per credit hour to non-resident students; and

WHEREAS, a request will be made to the Chancellor of the Ohio Department of Higher Education to approval of the waiver of the non-resident surcharge for non-resident students enrolled in graduate programs with comprehensive tuition rates;

NOW, THEREFORE, BE IT ORDAINED: that the Board of Trustees adopts standard graduate tuition for Ohio residents (must meet Miami University's residency regulations) and combined tuition and out-of-state surcharge for nonresident graduate students at all campuses as presented on the attached table; and

BE IT FURTHER ORDAINED: that the Board of Trustees approves a program specific comprehensive tuition for the graduate certificates and degrees that have unique costs and market conditions presented on the attached table; and

BE IT FURTHER ORDAINED: that the Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to establish hourly rates consistent with this Ordinance including fees for part-time students and fees for summer and winter terms.

*Approved by the Board of Trustees
June 19, 2020*

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

Approved by the Board of Trustees
June 19, 2020



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

Miami University
Graduate Tuition
Fall 2020

Academic Year Full-Time (12 or more credit hours per semester)						
	Ohio Resident			Nonresident		
			%			%
	2019-2020	2020-2021	Change	2019-2020	2020-2021	Change
Tuition	\$7,184.88	\$7,328.52	2.0%	\$16,053.24	\$16,374.24	2.0%

Academic Year Part-Time (Per credit hour up to 11 credit hours)						
	Ohio Resident			Nonresident		
			%			%
	2019-2020	2020-2021	Change	2019-2020	2020-2021	Change
Tuition	\$598.74	\$610.71	2.0%	\$1,337.77	\$1,364.52	2.0%

Summer and Winter Term - Part-Time (Per credit hour)						
	Ohio Resident			Nonresident		
			%			%
	2019-2020	2020-2021	Change	2019-2020	2020-2021	Change
Tuition	\$546.93	\$557.87	2.0%	\$1,285.96	\$1,311.68	2.0%

Program Specific Graduate Comprehensive Tuition (Per Credit Hour)				
Tuition for Non-Resident includes a 100% Waiver of Nonresident Surcharge				
	2017-18	2018-19	2019-20	2020-21
New Programs:				
Masters in Business Management	--	--	--	\$995.00
Master in Science - Business Analytics	--	--	--	\$995.00
Continuing Programs:				
Interdisciplinary Certificate in Aging & Entrepreneurship	\$600.00	\$600.00	\$600.00	\$600.00
Experience Design Master of Fine Arts	\$964.00	\$964.00	\$964.00	\$964.00
Special Education Online Hybrid (SEOH)	\$835.00	\$835.00	\$625.00	\$625.00
Craftsummer	\$285.00	\$285.00	\$285.00	\$285.00
Ohio Writing Project Master of Arts in Teaching	\$280.00	\$280.00	\$280.00	\$280.00
Project Dragonfly Advanced Inquiry Program	\$475.00	\$475.00	\$475.00	\$475.00
Project Dragonfly Global Field Program	\$300.00	\$300.00	\$300.00	\$300.00
Master of Science in Criminal Justice	\$525.00	\$525.00	\$525.00	\$525.00
Graduate Certificate in Analytics	\$964.00	\$964.00	\$964.00	\$964.00
Low Residency Master of Fine Arts	\$759.00	\$759.00	\$759.00	\$759.00
Master of Arts in Social Work	--	\$700.00	\$700.00	\$700.00
Master of Educational Psychology	--	--	\$650.00	\$650.00



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*Approved by the Board of Trustees
 June 19, 2020*

June 19, 2020

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

Finance and Audit

**TUITION ORDINANCE O2020-06
 Miscellaneous Fees
 2020-21 Academic Year**

WHEREAS, Miami University (University) is committed to providing affordable access to a quality education and services for its students; and

WHEREAS, the University is authorized by the Ohio General Assembly to establish user fees for services not generally covered by tuition and not uniformly assessed to all students; and

WHEREAS, predictability in the cost of higher education is an important step to improving the affordability for students and families, and

WHEREAS, the University has adopted the Miami University Tuition Promise in accordance with Ohio Revised Code 3345.48 and is recommending separate miscellaneous fee schedules for each cohort under the Tuition Promise program while students not assigned to a cohort will be assessed miscellaneous fees based on the historic fee schedule as modified by this ordinance;

NOW, THEREFORE, BE IT ORDAINED: that the Board of Trustees approves the attached changes to miscellaneous fees for academic year 2020-21, except as otherwise specified. The fees apply to all campuses, except as otherwise specified; and

BE IT FURTHER ORDAINED: that fees adopted by prior action of the Board are hereby reauthorized at their previously adopted rates; and

BE IT FURTHER ORDAINED: the miscellaneous fee schedule established for students enrolling for the first time in academic year 2020-21 will remain in effect for four years according to the provisions of the Miami University Tuition Promise; and

BE IT FURTHER ORDAINED: in case of dispute, fees must be paid in full unless specific arrangements have been authorized in writing by the Senior Vice President for Finance and Business Services or his designee; and

BE IT FURTHER ORDAINED: that the Senior Vice President for Finance and Business Services is authorized to approve changes in the fees stated above to align with the provisions of the enacted biennial operating budget and to approve new fees consistent with those stated above subject to annual confirmation by this Board.

Table 1: Changes to Non Cohort Based Fees

Fee	Notes	2019-2020	Proposed 2020-2021
Child Care Programs-Hamilton Campus-Faculty/Staff			
Campus Kids Full-time Rate (4/5 day)	11	2994.00/2395.00	3360.00/3120.00
Campus Kids Three Day Semester Rate	11	2285.00/1829.00	2400.00/2160.00
Campus Kids Two Day Semester Rate	11	1734.00/1387.00	2000.00/1840.00
Child Care Program Oxford Campus			
Mini U Full Time Infant		4896.00/6120.00	5280.00/6600.00
Mini U Full Time Pre-K		4096.00/5120.00	4250.00/5650.00
Mini U Full Time Preschool		4096.00/5620.00	4920.00/6150.00
Mini U Full Time Toddler		4496.00/5260.00	4920.00/6150.00
Mini U Part Time 5HD Pre-K		2392.00/2990.00	2600.00/3250.00
Mini U Part Time 5HD Preschool		2392.00/2990.00	2600.00/3250.00
Mini U Part Time MWF Infant		3312.00/4140.00	3520.00/4400.00
Mini U Part Time MWF Preschool		2800.00/3500.00	3000.00/3750.00
Mini U Part Time MWF Toddler		3056.00/3820.00	3280.00/4100.00
Mini U Part Time TT Infant		2240.00/2800.00	2240.00/2800.00
Mini U Part Time Preschool		1896.00/2370.00	1920.00/2400.00
Mini U Part Time TT Toddler		2064.00/2580.00	2120.00/2650.00
Summer Camp		1000.00	1100.00
Police			
Media-Cassette		3.00	0.00
Recreational Sports Center- Membership Fees			
Intramural Premier League (student/member)		0.00	45.00
Intramural Premier League (non- student/member)		0.00	60.00
Learning Assistance Tutoring Charges			
Rinella Tutoring Fee		0.00	15.00
Library			
3D Printing		\$0.25 per gram	at cost
Chemistry and Biochemistry Department			
NMR Spectrometers-200 MHz Solution, MU User, per hour		2.50	3.00
NMR Spectrometers-200 MHz Solution, Non-MU User, per hour		80.00	100.00
NMR Spectrometer-400 MHz-solution, Industrial User, per hour		0.00	100.00
NMR Spectrometer-400 MHz-Solution, External Academic/Industrial Collaboration, per hour		0.00	6.00/4.00
NMR Spectrometers-500 MHz Solution, MU User, per hour, day rate		5.00	6.00
NMR Spectrometers-500 MHz Solution, MU User, per hour, night rate		2.50	3.00
NMR Spectrometers-500MHz Solids, Non-MU User, per hour		190.00	100.00
NMR Spectrometer-500 MHz-solution, external academic or industry collaborator user, per hour		0.00	9.00
NMR Spectrometers-600MHz Solution, MU User, per day		32.00	60.00
NMR Spectrometers-600MHz Solution, MU User, per hour		0.00	7.00

NMR Spectrometers-600MHz-solution, External Academic or industry collaborator, per hour		0.00	10.00
NMR Spectrometers-600MHz-solution, External Academic or industry collaborator, per day		0.00	90.00
NMR Spectrometer-850MHz-solution, MU User, Data Analysis		0.00	50.00
NMR Spectrometers-850MHz Solution, MU User, per day		100.00	120.00
NMR Spectrometers-850MHz Solution, MU User, per hour		0.00	11.00
NMR Spectrometer-850MHz-solution, External Academic or industry collaborator, per hour		0.00	15.00
NMR Spectrometers-850MHz Solution, External Academic, per day (scheduled day)		0.00	180.00
NMR Spectrometers-850MHz Solution, Non-MU User, per hour		285.00	100.00
MUDEC			
Partial Board (4 meal voucher per week), per semester		820.00	900.00
MUDEC Transportation Fee per semester	11	105.00	105.00

Table 2: Changes to Fees Applying to students matriculating prior to Fall 2016 (continuing students)

Fee	Notes	2019-2020	Proposed 2020-2021
Special Course/Lab Charges-Oxford Campus			
Teacher Education-EDT 419 (all modifiers except I and O) TPA Testing	2,3,10	325.00	300.00
Teacher Education-EDT 419 (all modifiers except I and O) field placement supervision	2,3,10	136.00	136.00
Teacher Education- MUS 419		330.00	143.00
Teacher Education- MUS 419 TPA testing fee		0.00	300.00
Teacher Education- ART 419.I	2,3	1200.00	0.00
Teacher Education- ART 419.O	2,3	800.00	0.00
Clinical Experience- Teacher Education-EDP 605 TPA Testing	2,3	325.00	300.00
ACC 695 HBDI Assessment Fee	2,3	8.00	0.00
MKT 622 HBDI Assessment Fee	2,3	8.00	0.00
Child Care Programs-Hamilton Campus-Students			
Campus Kids Full-time Rate (4/5 day)	11	2678.00/2142.00	3360.00/3120.00
Campus Kids Three Day Semester Rate	11	1969.00/1576.00	2400.00/2160.00
Campus Kids Two Day Semester Rate	11	1339.00/1071.00	2000.00/1840.00

Table 3: Changes to Fees Applying to Miami Tuition Promise Fall 2016 Cohort

Fee	Notes	2019-2020	Proposed 2020-2021
Special Course/Lab Charges-Oxford Campus			
Teacher Education-EDT 419 (all modifiers except I and O) TPA Testing	2,3,10	325.00	300.00
Teacher Education-EDT 419 (all modifiers except I and O) Field Placement Supervisor	2,3,10	143.00	143.00
Teacher Education- ART 419.I	2,3	1260.00	0.00
Teacher Education- ART 419.O	2,3	840.00	0.00
ACC 695 HBDI Assessment Fee	2,3	8.00	0.00
MKT 622 HBDI Assessment Fee	2,3	8.00	0.00

Table 4: Changes to Fees Applying to Miami Tuition Promise Fall 2017 Cohort

Fee	Notes	2019-2020	Proposed 2020-2021
Special Course/Lab Charges-Oxford Campus			
Teacher Education-EDT 419 (all modifiers except I and O) TPA Testing	2,3,10	325.00	300.00
Teacher Education-EDT 419 (all modifiers except I and O) Field Placement Supervisor	2,3,10	143.00	143.00
Teacher Education- ART 419.I	2,3	1260.00	0.00
Teacher Education-ART 419.O	2,3	840.00	0.00
ACC 695 HBDI Assessment Fee	2,3	8.00	0.00
MKT 622 HBDI Assessment Fee	2,3	8.00	0.00

Table 5: Changes to Fees Applying to Miami Tuition Promise Fall 2018 Cohort

Fee	Notes	2019-2020	Proposed 2020-2021
Special Course/Lab Charges-Oxford Campus			
Teacher Education-EDT 419 (all modifiers except I and O) TPA Testing	2,3,10	325.00	300.00
Teacher Education-EDT 419 (all modifiers except I and O) Field Placement Supervisor	2,3,10	143.00	143.00
Teacher Education- ART 419.I	2,3	1260.00	0.00
Teacher Education-ART 419.O	2,3	840.00	0.00
ACC 695 HBDI Assessment Fee	2,3	8.00	0.00
MKT 622 HBDI Assessment Fee	2,3	8.00	0.00

Table 6: Changes to Fees Applying to Miami Tuition Promise Fall 2019 Cohort

Fee	Notes	2019-2020	Proposed 2020-2021
Special Course/Lab Charges-Oxford Campus			
Teacher Education-EDT 419 (all modifiers except I and O) TPA Testing	2,3,10	325.00	300.00
Teacher Education-EDT 419 (all modifiers except I and O) Field Placement Supervisor	2,3,10	143.00	143.00
Teacher Education- ART 419.I	2,3	1260.00	0.00
Teacher Education-ART 419.O	2,3	840.00	0.00
ACC 695 HBDI Assessment Fee	2,3	8.00	0.00
MKT 622 HBDI Assessment Fee	2,3	8.00	0.00

Miami University
FY 2021 - Academic Year 2020 - 2021 Miscellaneous Fees

New Fees
Fee Increased
Notification
Fee Decreased/Removed

Table 7: Fees Applying to Miami Tuition Promise Fall 2020 Cohort

Fee	Notes	2019-2020	Proposed 2020-2021
Admission Fee			
Oxford Campus Enrollment Fee	1	95.00	95.00
University Contract Confirmation Deposit	1	330.00	330.00
American Culture and English			
American Culture and English (ACE) Program fee (Repeating Students)		500.00	500.00
American Culture and English Program (ACE) program fee		1,000.00	1,000.00
IHAWK Pre-Semester American Academic Culture (PAAC) program fee		750.00	750.00
Application Fee			
Oxford Campus-Admission to Graduate Degree Programs		50.00	50.00
Oxford Campus-Admission to Graduate Non-Degree Status		20.00	20.00
Oxford Campus-Admission to Undergraduate Programs		50.00	50.00
Oxford Campus-International Students		70.00	70.00
Oxford Campus-Transient Students		50.00	50.00
Oxford Campus-Unclassified Students		50.00	50.00
Bursar Miscellaneous Charges			
Late Payment		150.00	150.00
Late Registration (each Monday after the final date, an additional \$27.00)		27.00	27.00
Business School Premium			
Oxford Campus Business School Courses, per credit hour		110.00	110.00
Career Exploration and Testing Center Charges			
Career Testing, each career assessment		16.00	16.00
Enrollment in EDL100 for Myers-Briggs and Strong Interest Testing (three standardized career assessments)		32.00	32.00
Career Fee			
Career Fee	9	100.00	100.00
CEC Premium			
Oxford Campus College of Engineering and Computing Majors, full-time, taking 12 or more credit hours, per semester		400.00	400.00
Oxford Campus College of Engineering and Computing Majors, part-time, taking 1-11 credit hours, per credit hour		33.25	33.25
Child Care Programs-Hamilton Campus-Students			
Campus Kids Full-time Rate (4/5 day)	11	2678.00/2142.00	3360.00/3120.00
Campus Kids Registration, one child/each additional	11	50.00/25.00	50.00/25.00
Campus Kids Three Day Semester Rate	11	1969.00/1576.00	2400.00/2160.00
Campus Kids Two Day Semester Rate	11	1339.00/1071.00	2000.00/1840.00
Chinese Proficiency Tests - Confucius Institute			
Chinese Proficiency Test (HSK, BCT, and YCT) -- fee based on candidate's level and test module		20.00-70.00	20.00-70.00
Code of Conduct Violations			
Code of Conduct Administration Charges, per incident		50.00	50.00
Ethics and Integrity Mandatory Program		200.00	200.00

Commencement/Degree Application Fee			
Certificate Program		10.00	10.00
Diploma Replacement (re-issue)-With Case, Master's		34.00	34.00
Diploma Replacement (re-issue)-With Case, Undergraduate		34.00	34.00
Diploma Replacement (re-issue)-Without Case		29.00	29.00
Doctoral Degree-Diploma and Hood		200.00	200.00
Master's and Specialist's Degrees	1	35.00	35.00
Thesis Microfilming and Binding		80.00	80.00
Community Engagement and Services			
Community Plunge (early move-in experience)		130.00	130.00
Service Learning Courses Utilizing Community Engagement and Services Office		50.00	50.00
Compass Accuplacer Assessment-Hamilton Campus			
Compass Accuplacer Assessment Retake Fee-one per semester, per subject	1	10.00	10.00
Compass Accuplacer Assessment-Middletown Campus			
Compass Accuplacer Assessment Retake Fee-one per semester, per subject	1	10.00	10.00
Computer Printing Charge			
Computer Printing Charge-Black and White, per copy		0.10	0.10
Computer Printing Charge-Color, per copy		0.25	0.25
Conference Fee			
Perlmutter Conference No Show Fee		21.00	21.00
Credit Workshops			
iDiscovery Program Fee		200.00	200.00
Data and Video Network			
Fee for Non-warranty computer and associated repair (including labor)		Actual Cost	Actual Cost
Network copyright notification-First incident		100.00	100.00
Network copyright notification-Second incident and more		200.00	200.00
Workstation Remediation Fee for Non-Miami Laptops		Actual Cost	Actual Cost
Data and Video Network-Technology Fee (Undergraduate and Graduate, Fall and Spring Semester Only)			
Regional Campuses Network Fee-Per Semester Fee		18.00	18.00
Diversity Affairs			
MADE Deposit		60.00	60.00
E-Learning-Hamilton Campus			
All online, partially online (hybrid), and interactive video courses per credit hour		35.00	35.00
E-Learning-Middletown Campus			
All online, partially online (hybrid), and interactive video courses per credit hour		35.00	35.00
English Department			
English-Proficiency Exam		30.00	30.00
English Language Center			
English Language Center Intensive English Program Fee Level 1-3 (19 contact hours)		6,600.00	6,600.00
English Language Center Program Fee Levels 1-4		1,000.00	1,000.00
Fine Arts Program Fee			
Architecture/Interior Design Majors, per semester		50.00	50.00
Music Majors, per semester		50.00	50.00
Global Initiatives			
Graduate International Student Orientation and Integration Service Fee		100.00	100.00
International Sponsored Student Fee - Per Semester		500.00	500.00

International Student Exchange Student Deposit	9	1,000.00	1,000.00
International Travel Insurance Pass Through Fee		58.00	58.00
Non-credit Program Enrollment Fee		0.00 - 3,500.00	0.00 - 3,500.00
Non-credit Program Materials Fee		0.00 - 350.00	0.00 - 350.00
Program Fee		0.00 - 15,000.00	0.00 - 15,000.00
Study Abroad Administration Fee (Non-Miami organized programs)		175.00	175.00
Study Abroad/Away Administration Fee (Faculty-led Miami programs)		175.00	175.00
Undergraduate International Student Orientation and Integration Service Fee		200.00	200.00
Workshop Administrative Fee		25.00	25.00

Goggin Ice Center			
Intramural Leagues-Broomball (1 season with 8 games each)		175.00	175.00
Intramural Leagues-Broomball (10 games)		200.00	200.00
Intramural Leagues-Broomball (2 seasons with 6 games each)		155.00	155.00
Intramural Leagues-Hockey (1 seasons with 8 games each)		410.00	410.00
Intramural Leagues-Hockey (10 games)		500.00	500.00
Intramural Leagues-Hockey (2 seasons with 6 games each)		365.00	365.00
Identification Card Replacement Charge			
Identification Card Replacement Charge-Hamilton Campus		20.00	20.00
Identification Card Replacement Charge-Middletown Campus		20.00	20.00
Identification Card Replacement Charge-Oxford Campus		35.00	35.00
International Student Exchange Deposit			
Exchange Student Deposit-Business	9	1,000.00	1,000.00
Intrafraternity Council			
Fraternity Recruitment		30.00	30.00
Sorority Recruitment		30.00	30.00
Learning Assistance Tutoring Charges			
Learning Assistance-Oxford Campus-Tutoring sessions-no show fee		15.00	15.00
Library Fines and Fees			
3D Printing		\$0.25 per gram	\$0.25 per gram
Camera Tripod, Maximum		15.00	15.00
Camera Tripod, Overdue charge, per hour		0.50	0.50
Camera Tripod, Processing fee		10.00	10.00
Camera Tripod, Replacement cost		30.00	30.00
Digital Translator Replacement Fee		160.00	160.00
Digital Voice Recorder, Maximum		15.00	15.00
Digital Voice Recorder, Overdue charge, per hour		0.50	0.50
Digital Voice Recorder, Processing fee		25.00	25.00
Digital Voice Recorder, Replacement cost		65.00	65.00
Financial Calculator Overdue charge, per hour		0.50	0.50
Financial Calculator, Maximum		15.00	15.00
Financial Calculator, Processing fee		10.00	10.00
Financial Calculator, Replacement cost		60.00	60.00
Firewire Cable, Maximum		15.00	15.00
Firewire Cable, Overdue charge, per hour		0.50	0.50
Firewire Cable, Processing fee		10.00	10.00

Firewire Cable, Replacement cost		5.00	5.00
Graphing Calculator Overdue charge, per hour		0.50	0.50
Graphing Calculator, Maximum		15.00	15.00
Graphing Calculator, Processing fee		10.00	10.00
Graphing Calculator, Replacement cost		130.00	130.00
Head Phones-Maximum		15.00	15.00
Head Phones-Overdue charge, per hour		0.50	0.50
Head Phones-Processing fee		10.00	10.00
Head Phones-Replacement cost		10.00	10.00
iPad-(in library use only)-Billing fee (non-refundable)	4	25.00	25.00
iPad-(in library use only)-Overdue iPad, per hour (maximum of \$100.00)		5.00	5.00
iPad-(in library use only)-Replacement charge iPad		900.00	900.00
Laptop Computer or Digital Camera (in library use only)-Billing fee (non-refundable) (6)	4	25.00	25.00
Laptop Computer or Digital Camera (in library use only)-Overdue laptop, per hour (maximum of \$100.00)		5.00	5.00
Laptop Computer or Digital Camera (in library use only)-Replacement charge laptop - Macintosh		1,300.00	1,300.00
Laptop Computer or Digital Camera (in library use only)-Replacement charge laptop - Windows		1,000.00	1,000.00
Laptop Computer or Digital Camera (in library use only)-Replacement Charge-Digital Camera		150.00	150.00
Laptop Computer or Digital Camera (in library use only)-Replacement Charge-Digital Camera Accessories (at cost)		at cost	at cost
Laptop/data projector, Maximum		15.00	15.00

Laptop/data projector, Overdue charge, per hour		0.50	0.50
Laptop/data projector, Processing fee		30.00	30.00
Laptop/data projector, Replacement cost		500.00	500.00
Miami Libraries-Overdue Books, per book maximum		15.00	15.00
Miami Libraries-Overdue Books, per book/per day		0.50	0.50
Miami Libraries-Overdue Reserved Materials, each additional hour		0.75	0.75
Miami Libraries-Overdue Reserved Materials, first hour		2.50	2.50
Miami Libraries-Overdue Reserved Materials, maximum		24.25	24.25
Miami Libraries-Recalled Books, per book (student)/maximum		24.25	24.25
Miami Libraries-Recalled Books, per book (student)/per day		0.75	0.75
Miami Libraries-Replacement, per book, actual cost		actual cost	actual cost
Miami Libraries-Replacement, per book, billing		10.00	10.00
Miami Libraries-Replacement, per book, cataloging and processing		30.00	30.00
Miami Libraries-Replacement, per book, minimum		75.00	75.00
Microphone for Mac or PC, Maximum		15.00	15.00
Microphone for Mac or PC, Overdue charge, per hour		0.50	0.50
Microphone for Mac or PC, Processing fee		10.00	10.00
Microphone for Mac or PC, Replacement cost		15.00	15.00
Miscellaneous Items for Sale-Batteries		at cost	at cost
Miscellaneous Items for Sale-CD, blank		1.00	1.00
Miscellaneous Items for Sale-Data storage device (Jump Drive)		actual cost	actual cost
Miscellaneous Items for Sale-DVD, blank		1.00	1.00
Miscellaneous Items for Sale-Earplugs, per pair		0.25	0.25

Miscellaneous Library Fees-Private Study Carrels (re-key for lost key)		25.00	25.00
Miscellaneous Library Fees-Storage locker keys (replacement)		7.00	7.00
Network Cables-Maximum		15.00	15.00
Network Cables-Overdue charge, per hour		0.50	0.50
Network Cables-Processing fee		10.00	10.00
Network Cables-Replacement cost		5.00	5.00
Nintendo 3Ds Overdue charge, per hour		0.50	0.50
Nintendo 3Ds, Maximum		15.00	15.00
Nintendo 3Ds, Processing fee		10.00	10.00
Nintendo 3Ds, Replacement cost		250.00	250.00
OhioLINK Overdue Books, per book/Maximum		50.00	50.00
OhioLINK Overdue Books, per book/per day (1-30 days)		0.50	0.50
OhioLINK Overdue Books, per book/per day (31st day), late/overdue		35.00	35.00
OhioLINK, Replacement, per book		75.00	75.00
OhioLINK, Replacement, per book, cataloging and processing fee,		25.00	25.00
Portable DVD Player, Maximum		15.00	15.00
Portable DVD Player, Overdue charge, per hour		0.50	0.50
Portable DVD Player, Processing fee		10.00	10.00
Portable DVD Player, Replacement cost		150.00	150.00
Portable Public Address System, Maximum		15.00	15.00
Portable Public Address System, Overdue charge, per hour		0.50	0.50
Portable Public Address System, Processing fee		30.00	30.00
Portable Public Address System, Replacement cost		100.00	100.00
Steady Cam, Maximum		15.00	15.00
Steady Cam, Overdue charge, per hour		0.50	0.50
Steady Cam, Processing fee		10.00	10.00
Steady Cam, Replacement cost		150.00	150.00
Study Room Keys-Maximum		15.00	15.00
Study Room Keys-Overdue charge, per hour		0.50	0.50
Study Room Keys-Processing Fee		10.00	10.00
Study Room Keys-Replacement Cost		10.00	10.00
Tripod Dolly, Maximum		15.00	15.00
Tripod Dolly, Overdue charge, per hour		0.50	0.50
Tripod Dolly, Processing fee		10.00	10.00
Tripod Dolly, Replacement cost		60.00	60.00
Video Monitor Cable, Maximum		15.00	15.00
Video Monitor Cable, Overdue charge, per hour		0.50	0.50
Video Monitor Cable, Processing fee		10.00	10.00

Video Monitor Cable, Replacement cost		5.00	5.00
MUDEC			
Deposit upon application for the academic year (no refund)		25.00	25.00
Housing deposit upon acceptance for the given semester	7	250.00	250.00
Jumbo pass for MUDEC students, per semester Transportation Fee for MUDEC students, per semester		105.00	105.00
Luxembourg Student Residency Permit Fee, per semester		75.00	75.00

Mobile Internet Access and Telephone, per semester		185.00	185.00
MUDEC Study Tours, per semester		1,800.00	1,800.00
Orientation fee (one-time per student)		90.00	90.00
Partial Board (4 meal voucher per week), per semester		820.00	820.00
Room and Continental Breakfast (reside w/host family)-Fall Semester		1,835.00	1,835.00
Room and Continental Breakfast (reside w/host family)-Spring Semester		1,835.00	1,835.00
Student Activity Fee, per semester		85.00	85.00
Study Abroad Administration Fee		125.00	125.00
Music			
Music-MUS 216, Applied Music for music theater minors		85.00	85.00
Music-Music lesson fees	2,3	175.00	175.00
Oxford Pathways Program			
Pathways Student Fee		90.00	90.00
Panhellenic			
Sorority Recruitment - Late Registration		20.00	20.00
Parking Fees and Fines-Hamilton and Middletown Campuses			
Blocking any access road		15.00	15.00
Disregarding traffic control device		15.00	15.00
Failure to display parking permit		15.00	15.00
Hazardous operation		75.00	75.00
Illegal Parking-Parking by a non-handicapped driver in a space reserved for the handicapped		100.00	100.00
Illegal Parking-Parking in a restricted area		15.00	15.00
Illegal Parking-Parking on the grass		15.00	15.00
Speeding		30.00	30.00
Unregistered vehicle		10.00	10.00
Parking Fees and Fines-Oxford Campus			
Event Parking-Lot Attendant-charged to MU Departments/Organizations, per hour		25.00	25.00
Event Parking-Lot/Space Reservation Fee-charged to MU Departments/Organizations, fee per reserved space		1.00 - 5.00	1.00 - 5.00
Faculty and staff Garage permit, per year		425.00	425.00
Faculty and staff RED area annual permit, per year		125.00	125.00
Faculty and staff RED area annual permit, per year-2 person carpool		30.00	30.00
Faculty and staff RED area daily permit, per day		2.00	2.00
Faculty, Staff, or Department Dedicated Parking Space		425.00	425.00
Failure to display valid permit/Improper display		35.00	35.00
Handicap Parking Violation		250.00	250.00
Illegal or improper parking (loading/service area, outside designated space, prohibited parking, prohibited yellow zone)		75.00	75.00
Illegal parking in restricted area		75.00	75.00
Illegal parking on grass/sidewalk		75.00	75.00
Impoundment/immobilization (cars, trucks, motorcycles, etc)		200.00	200.00
Impoundment/immobilization (electronic or motorized scooters)		75.00	75.00

E-scooter Citation Fee		25.00	25.00
Daily Storage Fee E-scooter		5.00/day	5.00/day
Overtime at meter		10.00	10.00
Overtime at timed zone		25.00	25.00
Oxford campus parking garage rates-Campus Ave. garage-Daily maximum rate		10.00	10.00
Oxford campus parking garage rates-Campus Ave. garage-Garage Parking Vouchers		5.00	5.00
Oxford campus parking garage rates-Campus Ave. garage-Lost ticket fee		25.00	25.00
Oxford campus parking garage rates-Campus Ave. garage-Parking rate per first hour/per additional hours		1.00/.50	1.00/.50
Oxford campus parking garage rates-Engineering Bldg. garage-Daily maximum rate		15.00	15.00
Oxford campus parking garage rates-Engineering Bldg. garage-Garage Parking Vouchers		7.50	7.50
Oxford campus parking garage rates-Engineering Bldg. garage-Lost ticket fee		25.00	25.00

Oxford campus parking garage rates-Engineering Bldg. garage-Parking rate per first hour/per additional hours		2.00/1.00	2.00/1.00
Oxford campus parking garage rates-Event parking rate		5.00	5.00
Oxford campus parking garage rates-Overnight parking, per semester		520.00	520.00
Oxford campus parking garage rates-Replacement for Garage Access Card		5.00	5.00
Oxford campus students only-for a semester/academic year BLUE area permit		150.00	150.00
Oxford campus students only-for a semester/academic year YELLOW area permit		100.00	100.00
Oxford campus students only-for an academic year-Graduate Assistants-designated lots and student areas		50.00	50.00
Oxford campus students only-for each summer term		60.00	60.00
Oxford campus students only-for temporary permit (student - one week)		15.00	15.00
Oxford campus-Contractor-Red parking permit-day		3.00	3.00
Oxford campus-Contractor-Red parking permit-month		35.00	35.00
Oxford campus-Contractor-Red parking permit-week		10.00	10.00
Oxford campus-Visitor-parking permit-day		3.00	3.00
Oxford campus-Visitor-parking permit-month		35.00	35.00
Oxford campus-Visitor-parking permit-week		10.00	10.00
Reproduction/illegal use of decal		300.00	300.00
University Vehicles Parked in Red Permit Areas-Leased Vehicle		125.00	125.00
University Vehicles Parked in Red Permit Areas-Reserved Space		425.00	425.00
University Vehicles Parked in Red Permit Areas-State License Plate		125.00	125.00
Unregistered vehicle lookup		2.50	2.50
Proficiency Examination			
Additional credit hours, each		35.00	35.00
Per examination (including first credit hour)	8	70.00	70.00
Program Fee			
Summer Scholars Program Comprehensive Enrollment Fee (Deposit)	5	350.00	350.00
Summer Scholars Program Comprehensive Program Fee	5	1,150.00	1,150.00
Recreational Sports Center			
Equestrian-Club Team Riding Fee/Semester		950.00	950.00

Intramural Semester Pass		35.00	35.00
Intramural Yearly Pass		60.00	60.00
Second Year (Pre-semester) Adventure Trip		335.00	335.00
Recreational Sports Center-Membership Fees			
Branch campus (MUH-MUM), Couple-12 month pass		511.00	511.00
Branch campus (MUH-MUM), Family-12 month pass		624.00	624.00
Branch campus (MUH-MUM), Individual Plus-12 month pass		368.00	368.00
Branch campus (MUH-MUM), Individual-12 month pass		279.00	279.00
Emeritus/retiree (or spouse), Couple-12 month pass		681.00	681.00
Emeritus/retiree (or spouse), Family-12 month pass		832.00	832.00
Emeritus/retiree (or spouse), Individual Plus-12 month pass		491.00	491.00
Emeritus/retiree (or spouse), Individual-12 month pass		372.00	372.00
Faculty/Staff (eligible for medical benefits)-Couple, 12 month pass		851.00	851.00
Faculty/Staff (eligible for medical benefits)-Family, 12 month pass		1,039.00	1,039.00
Faculty/Staff (eligible for medical benefits)-Individual (or spouse), 12 month pass		465.00	465.00
Faculty/Staff (eligible for medical benefits)-Individual Plus, 12 month pass		613.00	613.00
Faculty/Staff (not eligible for medical benefits)-Couple, 12 month pass		766.00	766.00
Faculty/Staff (not eligible for medical benefits)-Family, 12 month pass		935.00	935.00
Faculty/Staff (not eligible for medical benefits)-Individual (or spouse), 12 month pass		419.00	419.00
Faculty/Staff (not eligible for medical benefits)-Individual Plus, 12 month pass		552.00	552.00
Membership Joining Fee-Family		75.00	75.00
Membership Joining Fee-Individual		50.00	50.00
Residence Hall			
Temporary ID Card Fee		15.00	15.00
Residual ACT Testing Fee - Regional Campuses			
Residual ACT Testing Fee		42.50	42.50
Second year program offerings			
Second Year Pre-semester or Trip Fee		50.00	50.00

Special Course/Lab Charges-Hamilton Campus			
Art-ART 102	2,3	10.00	10.00
Art-ART 103	2,3	10.00	10.00
Art-ART 104	2,3	15.00	15.00
Art-ART 105	2,3	10.00	10.00
Art-ART 106	2,3	20.00	20.00
Art-ART 111	2,3	30.00	30.00
Art-ART 122	2,3	30.00	30.00
Art-ART 147	2,3	15.00	15.00
Art-ART 181	2,3	10.00	10.00
Art-ART 221	2,3	30.00	30.00
Art-ART 222	2,3	30.00	30.00
Art-ART 231	2,3	30.00	30.00
Art-ART 241	2,3	30.00	30.00
Art-ART 255	2,3	20.00	20.00

Art-ART 257	2,3	30.00	30.00
Art-ART 271	2,3	50.00	50.00
Art-ART 308E	2,3	20.00	20.00
Art-ART 321	2,3	30.00	30.00
Art-ART 322	2,3	30.00	30.00
Art-ART 331	2,3	30.00	30.00
Art-ART 341	2,3	30.00	30.00
Art-ART 342	2,3	30.00	30.00
Biology-BIO 115	2,3	25.00	25.00
Biology-BIO 116	2,3	25.00	25.00
Biology-BIO 161	2,3	25.00	25.00
Chemistry-CHM 111.L	2,3	25.00	25.00
Chemistry-CHM 131	2,3	25.00	25.00
Chemistry-CHM 144	2,3	25.00	25.00
Chemistry-CHM 145	2,3	25.00	25.00
Chemistry-CHM 231	2,3	25.00	25.00
Chemistry-CHM 244	2,3	25.00	25.00
Chemistry-CHM 245	2,3	25.00	25.00
Chemistry-CHM 332	2,3	25.00	25.00
Chemistry-CHM 364	2,3	25.00	25.00
Computer and Information Technology (CIT) course fee	2,3	50.00	50.00
Engineering Technology (ENT) course fee	2,3	50.00	50.00
Geology-GLG 115L	2,3	25.00	25.00
Geology-GLG 311	2,3	25.00	25.00
Microbiology-MBI 123	2,3	25.00	25.00
Microbiology-MBI 161	2,3	25.00	25.00
Nursing-NSG 261	2,3	200.00	200.00
Nursing-NSG 262	2,3	200.00	200.00
Nursing-NSG 352	2,3	200.00	200.00
Nursing-NSG 354	2,3	200.00	200.00
Nursing-NSG 362	2,3	200.00	200.00
Nursing-NSG 364	2,3	200.00	200.00
Nursing-NSG 420	2,3	200.00	200.00
Nursing-NSG 431	2,3	200.00	200.00
Nursing-NSG 452	2,3	200.00	200.00
Nursing-NSG 462	2,3	200.00	200.00
Nursing-NSG 464	2,3	200.00	200.00
Physics-PHY 161	2,3	25.00	25.00
Physics-PHY 162	2,3	25.00	25.00
Physics-PHY 173	2,3	25.00	25.00
Physics-PHY 174	2,3	25.00	25.00
Physics-PHY 183	2,3	25.00	25.00
Physics-PHY 184	2,3	25.00	25.00
Physics-PHY 191	2,3	25.00	25.00
Physics-PHY 192	2,3	25.00	25.00
Teacher Education-EDT 181	2,3	25.00	25.00
Teacher Education-EDT 182	2,3	25.00	25.00
Special Course/Lab Charges-Middletown Campus			
Art-ART 102	2,3	10.00	10.00

Art-ART 103	2,3	10.00	10.00
Art-ART 104	2,3	15.00	15.00
Art-ART 105	2,3	10.00	10.00
Art-ART 106	2,3	20.00	20.00
Art-ART 111	2,3	30.00	30.00
Art-ART 122	2,3	30.00	30.00
Art-ART 147	2,3	15.00	15.00
Art-ART 181	2,3	10.00	10.00
Art-ART 221	2,3	30.00	30.00
Art-ART 222	2,3	30.00	30.00
Art-ART 231	2,3	30.00	30.00
Art-ART 241	2,3	30.00	30.00
Art-ART 255	2,3	20.00	20.00
Art-ART 271	2,3	50.00	50.00
Art-ART 308E	2,3	20.00	20.00
Art-ART 321	2,3	30.00	30.00
Art-ART 322	2,3	30.00	30.00
Art-ART 331	2,3	30.00	30.00
Art-ART 341	2,3	30.00	30.00
Art-ART 342	2,3	30.00	30.00
Biology-BIO 115	2,3	25.00	25.00
Biology-BIO 116	2,3	25.00	25.00
Biology-BIO 161	2,3	25.00	25.00
Biology-BIO 171	2,3	25.00	25.00
Biology-BIO 172	2,3	25.00	25.00
Chemistry-CHM 111.L	2,3	25.00	25.00
Chemistry-CHM 131	2,3	25.00	25.00
Chemistry-CHM 145	2,3	25.00	25.00
Chemistry-CHM 231	2,3	25.00	25.00
Chemistry-CHM 244	2,3	25.00	25.00
Chemistry-CHM 245	2,3	25.00	25.00
Chemistry-CHM 332	2,3	25.00	25.00
Chemistry-CHM 364	2,3	25.00	25.00
Computer and Information Technology (CIT) course fee	2,3	50.00	50.00
Engineering Technology (ENT) course fee	2,3	50.00	50.00
Geology-GLG 115L	2,3	25.00	25.00
Geology-GLG 311	2,3	25.00	25.00
Microbiology-MBI 123	2,3	25.00	25.00
Microbiology-MBI 161	2,3	25.00	25.00
Nursing-NSG 261	2,3	200.00	200.00
Nursing-NSG 262	2,3	200.00	200.00
Nursing-NSG 352	2,3	200.00	200.00
Nursing-NSG 354	2,3	200.00	200.00
Nursing-NSG 362	2,3	200.00	200.00
Nursing-NSG 364	2,3	200.00	200.00
Nursing-NSG 420	2,3	200.00	200.00
Nursing-NSG 431	2,3	200.00	200.00
Nursing-NSG 452	2,3	200.00	200.00
Nursing-NSG 462	2,3	200.00	200.00
Nursing-NSG 464	2,3	200.00	200.00

Physics-PHY 161	2,3	25.00	25.00
Physics-PHY 162	2,3	25.00	25.00
Physics-PHY 173	2,3	25.00	25.00
Physics-PHY 174	2,3	25.00	25.00
Physics-PHY 183	2,3	25.00	25.00
Physics-PHY 184	2,3	25.00	25.00
Physics-PHY 191	2,3	25.00	25.00
Physics-PHY 192	2,3	25.00	25.00
Special Purpose Fee	2,3	20.00	20.00
Teacher Education-EDT 181	2,3	25.00	25.00
Teacher Education-EDT 182	2,3	25.00	25.00
Special Course/Lab Charges-Oxford Campus			
ACC 695 HBDI Assessment Fee	2,3	8.00	0.00
Art-ART 102	2,3	10.00	10.00
Art-ART 103	2,3	10.00	10.00
Art-ART 104	2,3	15.00	15.00
Art-ART 111	2,3	32.00	32.00
Art-ART 121	2,3	32.00	32.00
Art-ART 131	2,3	55.00	55.00
Art-ART 140	2,3	58.00	58.00
Art-ART 145	2,3	26.00	26.00
Art-ART 146	2,3	26.00	26.00
Art-ART 147	2,3	21.00	21.00
Art-ART 149	2,3	26.00	26.00
Art-ART 155	2,3	16.00	16.00
Art-ART 160	2,3	37.00	37.00
Art-ART 165	2,3	47.00	47.00
Art-ART 170	2,3	42.00	42.00
Art-ART 195	2,3	32.00	32.00
Art-ART 221	2,3	53.00	53.00
Art-ART 222	2,3	53.00	53.00
Art-ART 231	2,3	32.00	32.00
Art-ART 233	2,3	11.00	11.00
Art-ART 241	2,3	79.00	79.00
Art-ART 251	2,3	79.00	79.00
Art-ART 252	2,3	79.00	79.00
Art-ART 254	2,3	79.00	79.00
Art-ART 255	2,3	100.00	100.00
Art-ART 257	2,3	105.00	105.00
Art-ART 261	2,3	105.00	105.00
Art-ART 264	2,3	105.00	105.00
Art-ART 271	2,3	105.00	105.00
Art-ART 281	2,3	32.00	32.00
Art-ART 285	2,3	11.00	11.00
Art-ART 286	2,3	11.00	11.00
Art-ART 295	2,3	32.00	32.00
Art-ART 296	2,3	32.00	32.00
Art-ART 309	2,3	11.00	11.00
Art-ART 314	2,3	11.00	11.00

Art-ART 315	2,3	11.00	11.00
Art-ART 316	2,3	11.00	11.00
Art-ART 317	2,3	11.00	11.00
Art-ART 318	2,3	11.00	11.00
Art-ART 319	2,3	11.00	11.00
Art-ART 320	2,3	53.00	53.00
Art-ART 320A	2,3	50.00	50.00
Art-ART 320B	2,3	50.00	50.00
Art-ART 320C	2,3	50.00	50.00
Art-ART 331	2,3	32.00	32.00
Art-ART 332	2,3	32.00	32.00
Art-ART 341	2,3	105.00	105.00
Art-ART 342	2,3	105.00	105.00
Art-ART 343	2,3	20.00	20.00
Art-ART 344	2,3	20.00	20.00
Art-ART 345	2,3	20.00	20.00

Art-ART 350	2,3	32.00	32.00
Art-ART 351	2,3	105.00	105.00
Art-ART 352	2,3	105.00	105.00
Art-ART 354	2,3	105.00	105.00
Art-ART 357	2,3	105.00	105.00
Art-ART 358	2,3	105.00	105.00
Art-ART 361	2,3	105.00	105.00
Art-ART 362	2,3	105.00	105.00
Art-ART 364	2,3	105.00	105.00
Art-ART 365	2,3	105.00	105.00
Art-ART 371	2,3	105.00	105.00
Art-ART 372	2,3	105.00	105.00
Art-ART 386	2,3	11.00	11.00
Art-ART 389	2,3	11.00	11.00
Art-ART 395	2,3	32.00	32.00
Art-ART 421	2,3	32.00	32.00
Art-ART 422	2,3	32.00	32.00
Art-ART 431	2,3	32.00	32.00
Art-ART 432	2,3	32.00	32.00
Art-ART 441	2,3	105.00	105.00
Art-ART 442	2,3	105.00	105.00
Art-ART 450	2,3	105.00	105.00
Art-ART 451	2,3	105.00	105.00
Art-ART 452	2,3	105.00	105.00
Art-ART 455	2,3	11.00	11.00
Art-ART 457	2,3	105.00	105.00
Art-ART 458	2,3	105.00	105.00
Art-ART 461	2,3	105.00	105.00
Art-ART 462	2,3	105.00	105.00
Art-ART 464	2,3	105.00	105.00
Art-ART 471	2,3	105.00	105.00
Art-ART 472	2,3	105.00	105.00
Art-ART 480	2,3	11.00	11.00

Art-ART 485/585	2,3	11.00	11.00
Art-ART 486/586	2,3	11.00	11.00
Art-ART 487/587	2,3	11.00	11.00
Art-ART 489/589	2,3	11.00	11.00
Art-ART 492	2,3	32.00	32.00
Art-ART 493	2,3	32.00	32.00
Art-ART 495	2,3	32.00	32.00
Art-ART 541	2,3	100.00	100.00
Art-ART 542	2,3	100.00	100.00
Art-ART 555	2,3	10.00	10.00
Art-ART 557	2,3	100.00	100.00
Art-ART 561	2,3	100.00	100.00
Art-ART 562	2,3	100.00	100.00
Art-ART 564	2,3	100.00	100.00
Art-ART 571	2,3	100.00	100.00
Art-ART 585	2,3	10.00	10.00
Art-ART 586	2,3	10.00	10.00
Art-ART 587	2,3	10.00	10.00
Art-ART 589	2,3	10.00	10.00
Art-ART 640	2,3	100.00	100.00
Art-ART 650	2,3	100.00	100.00
Art-ART 660	2,3	100.00	100.00
Art-ART 664	2,3	100.00	100.00
Art-ART 670	2,3	100.00	100.00
Art-ART 680	2,3	10.00	10.00
Art-ART MPT/MPF 189	2,3	11.00	11.00
Art-ART/IMS 259	2,3	32.00	32.00
Art-ART/IMS 359	2,3	32.00	32.00

Art-MPC 497	2,3	11.00	11.00
Art-MPC 498/598	2,3	11.00	11.00
Art-MPC 598	2,3	11.00	11.00
Art-MPF 185	2,3	11.00	11.00
Art-MPF 187	2,3	11.00	11.00
Art-MPF 188	2,3	11.00	11.00
Art-MPF 279	2,3	11.00	11.00
Art-MPT 311	2,3	11.00	11.00
Art-MPT 312	2,3	11.00	11.00
Art-MPT 381	2,3	11.00	11.00
Art-MPT 382	2,3	11.00	11.00
Art-MPT 383	2,3	11.00	11.00
Art-MPT 480M/580M	2,3	11.00	11.00
Art-MPT 480W/580W	2,3	11.00	11.00
Art-MPT 580	2,3	10.00	10.00
BIO/MBI 115	2,3	25.00	25.00
BIO/MBI 115H	2,3	25.00	25.00
BIO/MBI 116	2,3	25.00	25.00
BIO/MBI 424	2,3	25.00	25.00
Biology-BIO 155	2,3	25.00	25.00
Biology-BIO 161	2,3	25.00	25.00

Biology- BIO 171	2,3	0.00	25.00
Biology- BIO 172	2,3	0.00	25.00
Biology-BIO 204	2,3	25.00	25.00
Biology-BIO 205	2,3	25.00	25.00
Biology-BIO 305	2,3	25.00	25.00
Biology-BIO 305W	2,3	25.00	25.00
Biology-BIO 328	2,3	25.00	25.00
Biology-BIO 333	2,3	60.00	60.00
Biology-BIO 333W	2,3	60.00	60.00
Biology-BIO 351	2,3	25.00	25.00
Biology-BIO 361	2,3	25.00	25.00
Biology-BIO 364	2,3	25.00	25.00
Biology-BIO 402	2,3	25.00	25.00
Biology-BIO 403	2,3	25.00	25.00
Biology-BIO 407	2,3	25.00	25.00
Biology-BIO 407W	2,3	25.00	25.00
Biology-BIO 408	2,3	60.00	60.00
Biology-BIO 409	2,3	25.00	25.00
Biology-BIO 410	2,3	25.00	25.00
Biology-BIO 410W	2,3	25.00	25.00
Biology-BIO 411	2,3	25.00	25.00
Biology-BIO 415	2,3	25.00	25.00
Biology-BIO 425	2,3	25.00	25.00
Biology-BIO 429	2,3	25.00	25.00
Biology-BIO 453	2,3	25.00	25.00
Biology-BIO 455	2,3	25.00	25.00
Biology-BIO 458	2,3	25.00	25.00
Biology-BIO 459	2,3	25.00	25.00
Biology-BIO 463	2,3	25.00	25.00
Biology-BIO 463W	2,3	25.00	25.00
Biology-BIO 464	2,3	25.00	25.00
Biology-BIO 465	2,3	25.00	25.00
Biology-BIO 482	2,3	25.00	25.00
Biology-BIO 482W	2,3	25.00	25.00
Biology-BIO 483	2,3	25.00	25.00
Botany-BOT 244, Lab Fee-Wine Course	2,3	175.00	175.00
Chemistry - CHM 111L	2,3	30.00	30.00
Chemistry - CHM 144	2,3	30.00	30.00
Chemistry - CHM 144H	2,3	30.00	30.00
Chemistry - CHM 144M	2,3	30.00	30.00
Chemistry - CHM 145	2,3	30.00	30.00
Chemistry - CHM 145H	2,3	30.00	30.00

Chemistry - CHM 145M	2,3	30.00	30.00
Chemistry - CHM 231L	2,3	30.00	30.00
Chemistry - CHM 244	2,3	30.00	30.00
Chemistry - CHM 332L	2,3	30.00	30.00
Chemistry - CHM 375	2,3	30.00	30.00
Chemistry - CHM 418	2,3	30.00	30.00
Chemistry - CHM 438	2,3	30.00	30.00

Chemistry-CHM 419	2,3	30.00	30.00
CHM436/MBI436/CPB436	2,3	42.00	42.00
Clinical Experience -Teacher Education-EDP 605	2,3	143.00	143.00
EDL 195 Facilitation & Group Dynamics	2,3	150.00	150.00
Education Leadership - EDL 290 R	2,3	50.00	50.00
Clinical Experience- Teacher Education-EDP 605 TPA Testing	2,3,10	325.00	300.00
Family Studies and Social Work -FSW 762	2,3	50.00	50.00
Family Studies and Social Work -FSW 763	2,3	50.00	50.00
Family Studies and Social Work-FSW 412	2,3	50.00	50.00
Family Studies and Social Work-FSW 661	2,3	50.00	50.00
Fashion Design-FAS 211	2,3	40.00	40.00
Fashion Design-FAS 212	2,3	40.00	40.00
Fashion Design-FAS 221A	2,3	90.00	90.00
Geology-GLG 115L	2,3	25.00	25.00
Geology-GLG 201	2,3	25.00	25.00
Geology-GLG 204	2,3	25.00	25.00
Geology-GLG 301	2,3	25.00	25.00
Geology-GLG 322	2,3	25.00	25.00
Geology-GLG 354	2,3	25.00	25.00
Geology-GLG 357	2,3	25.00	25.00
Geology-GLG 428	2,3	25.00	25.00
Geology-GLG 482	2,3	25.00	25.00
Gerontology- GTY 110	2,3	50.00	50.00
Gerontology- GTY 310	2,3	50.00	50.00
IMS 351 all section	2,3	65.00	65.00
Kinesiology and Health -KNH194L	2,3	35.00	35.00
Kinesiology and Health -KNH 104	2,3	150.00	150.00
Kinesiology and Health -KNH 182	2,3	26.00	26.00
Kinesiology and Health -KNH 183.L	2,3	26.00	26.00
Kinesiology and Health -KNH 184.L	2,3	33.00	33.00
Kinesiology and Health -KNH 203	2,3	150.00	150.00
Kinesiology and Health -KNH 244.L	2,3	33.00	33.00
Kinesiology and Health -KNH 284	2,3	26.00	26.00
Kinesiology and Health -KNH 285.L	2,3	26.00	26.00
Kinesiology and Health -KNH 287.L	2,3	26.00	26.00
Kinesiology and Health -KNH 288	2,3	26.00	26.00
Kinesiology and Health -KNH 289	2,3	26.00	26.00
Kinesiology and Health -KNH 381.L	2,3	33.00	33.00
Kinesiology and Health -KNH 382	2,3	33.00	33.00
Kinesiology and Health -KNH 404	2,3	150.00	150.00
Kinesiology and Health -KNH 4532 Active Work Station	2,3	35.00	35.00
Kinesiology and Health -KNH 468.L	2,3	33.00	33.00
Kinesiology and Health -KNH 484	2,3	26.00	26.00
Kinesiology and Health -KNH 568.L	2,3	31.00	31.00
Kinesiology and Health -KNH 668	2,3	31.00	31.00
Kinesiology and Health -KNH 683	2,3	31.00	31.00
Kinesiology and Health -KNH 688	2,3	31.00	31.00
Kinesiology and Health-Basketball Officiating Course-KNH 121	2,3	140.00	140.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.E	2,3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.F	2,3	330.00	330.00

Kinesiology and Health-Equestrian Center Classes-KNH 150.G	2,3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.H	2,3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.I	2,3	330.00	330.00
Kinesiology and Health-Goggin Ice Center Classes-(broomball, hockey, & skating)	2,3	60.00	60.00
Kinesiology and Health-Volleyball Officiating Course-KNH 122	2,3	140.00	140.00
Microbiology-MBI 123	2,3	25.00	25.00
Microbiology-MBI 143	2,3	25.00	25.00
Microbiology-MBI 201	2,3	25.00	25.00
Microbiology-MBI 201H	2,3	25.00	25.00
Microbiology-MBI 223	2,3	25.00	25.00
Microbiology-MBI 333	2,3	60.00	60.00
Microbiology-MBI 405	2,3	25.00	25.00
Microbiology-MBI 415	2,3	25.00	25.00
Microbiology-MBI 425	2,3	25.00	25.00
Microbiology-MBI 435	2,3	25.00	25.00
Microbiology-MBI 465	2,3	25.00	25.00
Microbiology-MBI 475	2,3	25.00	25.00
Microbiology-MBI 487	2,3	30.00	30.00
Microbiology-MBI 488	2,3	60.00	60.00
Microbiology-MBI 489	2,3	60.00	60.00
MKT 622 HBDI Assessment Fee	2,3	8.00	0.00
Music-MUS 100E, Marching Band-Fall Semester Only	2,3	105.00	105.00
Music-MUS 112, Lab Choir	2,3	20.00	20.00
Music-MUS 232A	2,3	23.00	23.00
Music-MUS 232B	2,3	23.00	23.00
Online Chemistry Prep Course-CHM149	2,3	350.00	350.00
Outdoor Pursuit Center Courses-KNH 150.A	2,3	180.00	180.00
Outdoor Pursuit Center Courses-KNH 150.B	2,3	180.00	180.00
Outdoor Pursuit Center Courses-KNH 150.C	2,3	180.00	180.00
Outdoor Pursuit Center Courses-KNH 150.J	2,3	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.K	2,3	240.00	240.00
Physics-PHY 103	2,3	25.00	25.00
Physics-PHY 161	2,3	25.00	25.00
Physics-PHY 162	2,3	25.00	25.00
Physics-PHY 191	2,3	25.00	25.00
Physics-PHY 191H	2,3	25.00	25.00
Physics-PHY 192	2,3	25.00	25.00
Physics-PHY 286	2,3	25.00	25.00
Physics-PHY 293	2,3	25.00	25.00
Physics-PHY 294	2,3	25.00	25.00
Physics-PHY 471	2,3	25.00	25.00
Psychology- PSY 351	2,3	50.00	50.00
School Psychology Testing Library Fee	2,3	50.00	50.00
Speech Pathology and Audiology-SPA 605	2,3	100.00	100.00
Speech Pathology and Audiology-SPA 750	2,3	100.00	100.00
Teacher Education-EDT 419 (all modifiers except I and O) TPA Testing	2,3,10	325.00	300.00
Teacher Education-EDT 419 (all modifiers except I and O) Field Placement Supervisor	2,3,10	143.00	143.00
Teacher Education-ART 419 TPA Testing Fee	2,3	294.00	294.00
Teacher Education-ART 419	2,3	143.00	143.00

Teacher Education-EDT 519 (All modifiers except I and O) Field Placement Supervision	2,3,11	136.00	136.00
Teacher Education-EDT 519 (All modifiers except I and O) TPA Testing	2,3,11	150.00	150.00
Teacher Education-EDT 519A	2,3	136.00	136.00
Teacher Education-EDT 519A TPA Testing	2,3	150.00	150.00
Teacher Education-MUS 175	2,3	69.00	69.00
Teacher Education-MUS 355	2,3	69.00	69.00
Teacher Education-MUS 359	2,3	69.00	69.00
Teacher Education-MUS419	2,3	347.00	143.00
Teacher Education- MUS419 TPA Testing Fee	2,3	0.00	300.00
Theatre- THE 292	2,3	100.00	100.00

Theatre-THE 131 Field Trip Fee	2,3	17.00	17.00
Theatre-THE 151	2,3	75.00	75.00
Theatre-THE 210B	2,3	90.00	90.00
Theatre-THE 210E Puppetry Supplies Fee	2,3	55.00	55.00
Theatre-THE 253 Supplies	2,3	12.00	12.00
Theatre-THE 258 Supply Fee	2,3	100.00	100.00
Theatre-THE 455F Advanced problems in advanced mask up and mask design	2,3	200.00	200.00
Student Affairs			
Activity No-Show Fee		10.00	10.00
Student Counseling Services			
Attentional Problem Evaluation		25.00	25.00
Counseling Session-no show (Psychiatric follow-up)		25.00	25.00
Counseling Session-no show any session		25.00	25.00
Psychiatric services - follow-up/medical check		25.00	25.00
Psychiatric services - initial psychiatric evaluation		40.00	40.00
Therapy/Counseling, per session (first five sessions covered by general fund)		25.00	25.00
Student Health Services			
Appointment No-Show Fee		20.00	20.00
Insurance Waiver - Late Processing Fee		35.00	35.00
Miscellaneous OTC Personal Health Products		.10 - .50	.10 - .50
Student Legal Services			
Student Legal Services, per year		20.00	20.00
Student Orientation Program			
Confirmation Deposit (Oxford Pathway program)	2,3	95.00	95.00
Orientation Housing per night		30.75	35.00
Orientation Meal (per person)		30.00	30.00
Orientation Parking Fee		3.00	3.00
Pre-Semester Pilot Program		250.00	250.00
Regional Orientation & Registration Fee (S.O.A.R) NOTE: Non-Refundable	2,3	40.00	40.00
Substance Abuse Violations			
Chemical abuse education program		200.00	200.00
Substance abuse assessments		250.00	250.00
Two hour substance abuse program		150.00	150.00
Two hour tobacco cessation program		150.00	150.00
Test Administration Fee			
CLEP		20.00	20.00
Distance Learning Exam		20.00	20.00
MAT Exam		20.00	20.00

Theatre			
General Admission-Students required to attend for class (THE 191)		6.00	6.00
Transcript			
Regular orders, per copy		8.00	8.00
Special orders, per copy		12.00	12.00
Wilks Leadership Institute			
LeaderShape participant fee		150.00	150.00
Scholar Leader Winter Immersion Service Experience (WISE) deposit		75.00	75.00
Wilks Leadership Workshop Fee		35.00	35.00
Wilks U-Lead Housing Fee		Actual housing cost	Actual housing cost
Wilks U-Lead Participant Fee		125.00	125.00

Notes:

- (1) Non-refundable.
- (2) Subject to partial refund of fee paid upon withdrawal as determined by the Senior Vice President for Finance and Business Services.
- (3) In addition to the instructional and general fees, and the tuition surcharge, if applicable.
- (4) Billing fee is instituted when the maximum overdue fine of \$100.00 is reached, at which point the item is presumed lost, the replacement billing process commences, and replacement charges are applied.
- (5) MU faculty, staff, and students receive a 25% discount w/valid ID.
- (6) Students pay one-third of the posted fee for services.
- (7) The \$250 deposit is applied against the semester charge for room and continental breakfast. The fee is non-refundable if the student withdraws from the program after the 30-day grace period.
- (8) A student is charged \$70 for the examination, which includes the first credit hour if they are awarded credit. \$35 is charged for each additional credit hour.
- (9) \$400 is non-refundable if a student does not enroll.
- (10) Teacher Education and TPA fees have had name changes to cover multiple sections and simplify the associated fees attached to the ordinance
- (11) Name change only



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

June 19, 2020
 Finance and Audit

APPROPRIATION ORDINANCE O2020-07

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:

General Fund Expenditures:	
Salaries	\$213,353,799
Benefits	\$75,637,208
Financial Aid	\$153,493,869
Less: Scholarships Treated as Discount	\$(116,675,316)
Utilities	\$9,769,861
Support Expense	\$21,169,082
Subtotal General Fund Expenditures	<u>\$356,748,503</u>
General Fund Transfers	
Debt Service (mandatory transfer)	\$7,273,251
General Fee and Other (non-mandatory transfers)	\$57,294,821
Total General Fund	<u>\$421,316,576</u>
Designated Fund	\$52,126,836
Restricted Fund	\$59,750,618
Auxiliary Enterprises:	
Expenditures	\$114,751,230
Debt Service (mandatory transfer)	\$50,296,173
Other Transfers	\$14,918,633
Total Auxiliaries	<u>\$179,966,036</u>
TOTAL	<u>\$713,160,065</u>

Be it Further Ordained: that the Senior Vice President for Finance and Business Services and Treasurer, 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").

Approved by the Board of Trustees
June 19, 2020

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



BOARD OF TRUSTEES
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June 19, 2020
Finance and Audit

*Approved by the Board of Trustees
June 19, 2020*

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

Resolution R2020-56

WHEREAS, the Board of Trustees of Miami University adopted Resolution R2020-25 on December 13, 2019, to update and amend the Non-Endowment Funds Investment Policy; and

WHEREAS, Miami's staff and outsourced chief investment officer have proposed various revisions and updates to the Investment Policy; and

WHEREAS, the Senior Vice President for Finance and Business Services of the University, with the concurrence of the Investment Sub-Committee, has recommended revising and updating this policy as stated below;

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

BE IT FURTHER RESOLVED that this Resolution supersedes and replaces Resolution R2020-25.

MIAMI UNIVERSITY INVESTMENT POLICY STATEMENT - NON-ENDOWMENT Updated June 2020

MIAMI UNIVERSITY
Investment Policy Statement – Non-Endowment

June 2020

I. Purpose

This Investment Policy Statement (“IPS”) shall serve as the governing framework for the management of the Non-Endowment assets of Miami University (the “University”) and will guide the activities and decisions of the Board of Trustees of the University (the “BoT”), as well as the Finance and Audit Committee of the BoT (the “FAC”), the Investment Subcommittee of the FAC (the “Investment Subcommittee”), the University staff, and the Outsourced Chief Investment Officer (“OCIO”) in managing the University’s Non-Endowment assets.

All University funds derived from the sources enumerated in Ohio Revised Code 3345.05 (A) (hereafter the “Non-Endowment”), shall for investment purposes be designated into one of three pools:

- (Tier I) the University’s Operating Cash;
- (Tier II) the University’s Core Cash Sub-Account; and
- (Tier III) the University’s Long-Term Capital Sub-Account.

In addition, the BoT may designate some of these funds as quasi-endowments, which for investment purposes shall be invested with the University’s endowment pool according to the Pooled Investment Agreement between the University and the Miami University Foundation and the endowment investment policy (Appendix A).

II. Fiduciary Duties

In fulfilling its responsibilities described herein, each of the BoT, the FAC and its Investment Subcommittee, the Office of Investments and Treasury Services, and the OCIO is a fiduciary to the Non-Endowment and shall act in accordance with the Uniform Prudent Management of Institutional Funds Act (“UPMIFA”). Among other things, UPMIFA requires each person managing an institutional portfolio to do so in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.

III. Roles and Responsibilities

Board of Trustees. The BoT shall approve this IPS, its guidelines, and amendments. The BoT shall also approve recommendations to hire or fire third party service providers (e.g., auditors, custodian, OCIO, and consultants).

The IPS will guide the activities and decisions of the BoT, as well as, the FAC, the Investment Subcommittee, the Office of Investments and Treasury Services, and the OCIO in managing the assets of the Non-Endowment.

Finance and Audit Committee. The BoT has delegated implementation oversight of the IPS to the FAC, which, in turn, may entrust an Investment Subcommittee to carry out these responsibilities and which serves as the Investment Committee required by Ohio Revised Code 3345.05. Specific responsibilities of the FAC include:

- upon recommendation of its Investment Subcommittee, submitting for BoT approval an IPS, setting forth, among other things, the fiduciary roles and responsibilities, investment guidelines and objectives for the investment of the assets, including asset allocation target exposures, permissible ranges (i.e., minimum and maximum allocations to each asset class), and the benchmarks against which the performance of each asset class, and the portfolio as a whole, will be evaluated;
- upon recommendation of its Investment Subcommittee, submitting for BoT approval Investment Subcommittee recommendations to hire or fire third party service providers (e.g., auditors, custodian, OCIO, and consultants); and
- reporting at least semi-annually to the BoT.

Investment Subcommittee. The Investment Subcommittee as a governing fiduciary shall oversee the investment and administration of the Non-Endowment. It serves as the “investment committee” required by Ohio Revised Code 3345.05. The Investment Subcommittee, in conjunction with the OCIO, develops policies and guidelines for recommendation to the BoT and the FAC designed to position the Non-Endowment to achieve its objectives with a prudent level of risk. Revisions to the IPS may be recommended by the Investment Subcommittee and approved by the BoT as necessary.

The Investment Subcommittee delegates its authority to make investment decisions to the OCIO in accordance with the Investment Management Agreement dated May 16, 2018 and as may be amended (the “Investment Management Agreement”), which is incorporated herein by reference. Specific responsibilities of the Investment Subcommittee include:

- submitting for FAC concurrence and BoT approval an IPS, setting forth, among other things, the fiduciary roles and responsibilities, investment guidelines and objectives for the investment of the Non-Endowment assets, including asset allocation target exposures, permissible ranges (i.e., minimum and maximum allocations to each asset class), and the benchmarks against which the performance of each asset class, and the portfolio as a whole, will be evaluated;
- proposing for FAC concurrence and BoT for approval such updates to the IPS as it, in consultation with the Office of Investments and Treasury Services, the OCIO, and any other advisor, deems appropriate;

- communicating to the Office of Investments and Treasury Services and the OCIO any changes in the risk profile and characteristics of Miami University that may impact the investment objectives and guidelines of the Non-Endowment;
- delegating specific administrative, operational, and managerial responsibilities relating to the investment and reinvestment of the Non-Endowment assets;
- monitoring compliance with the IPS;
- reviewing the Office of Investments and Treasury Services' oversight and evaluation of third party vendors on its behalf and making recommendations to the FAC and the BoT with respect thereto;
- reviewing periodically the following:
 - investment performance, including comparisons to objectives and benchmarks
 - asset allocation for the Non-Endowment
 - fees paid in support of the management of the Non-Endowment
- reporting at least semi-annually to the BoT.

Staff. The Secretary to the BoT will maintain the official minutes and records of the FAC and Investment Subcommittee. The Office of Investments and Treasury Services is responsible for managing the operations of the Non-Endowment investment program. Specific responsibilities of the Office of Investments and Treasury Services include:

- budgeting, investing, forecasting, and monitoring funds associated with the Tier 1 Operating Cash portfolio;
- managing the transfer of funds among the Non-Endowment investment Tiers;
- facilitating division carry forward balances, donor gifts, and other unrestricted funds that can be quasi-endowed;
- providing administration, reporting, accounting, audit, and tax support for the Non-Endowment operations;
- ensuring compliance with Ohio Revised Code Section 3345.05 (C)(1);
- serving as the day-to-day contact with the OCIO including communicating planned contributions and withdrawals, transfers of funds, and liquidity needs, communicating with the OCIO and any other advisor(s) any changes in the risk profile and characteristics of Miami University that may impact the investment objectives and guidelines of the Non-Endowment;
- monitoring and evaluating third party service providers (e.g., auditors, custodian, OCIO, and consultants), specifically
 - overseeing the OCIO or other advisor(s) who shall have the responsibility, and may have discretion, for implementing investment strategies in accordance with the guidelines set forth in the IPS;
 - overseeing other service providers to the Non-Endowment, including the custodian of Non-Endowment assets;
- recommending to the Investment Subcommittee the hiring and termination of third party service providers (e.g., auditors, custodian, OCIO, and consultants);

- managing constituent relationships;
- providing support to the FAC and its Investment Subcommittee;
- reporting to the FAC and its Investment Subcommittee at their respective meetings.

Outsourced Chief Investment Officer. To assist with managing the Non-Endowment investment program, the BoT has retained the services of an OCIO in conformity the requirements of Ohio Revised Code Section 3345.05(D)(1). The Investment Subcommittee delegated authority to make investment decisions to the OCIO in accordance with the Investment Management Agreement, which is incorporated herein by reference.

The OCIO will have day-to-day responsibility and discretion for investing a designated portion of the Non-Endowment assets (specifically Tiers II and III). The OCIO will report to the Investment Subcommittee on a regular basis in accordance with the Investment Management Agreement that governs the relationship. Specific responsibilities include:

- advising the Investment Subcommittee on the development of the IPS;
- periodically reviewing and recommending to the Investment Subcommittee any changes, modifications, and/or amendments to the IPS, including the investment guidelines and objectives;
- implementing the investment program with respect to Tiers II and III on a discretionary basis, including the selection and monitoring of commingled investment vehicles, the appointment of sub-advisers, and the direct management of assets not allocated to investment vehicles or sub-advisers, in accordance with the guidelines and asset allocation ranges as set forth in this IPS and the Investment Management Agreement;
- taking all necessary actions with respect to the hiring and termination of sub-advisers, and the subscription to and withdrawal from, commingled investment vehicles, including reviewing and executing investment management agreements and subscription documents;
- setting investment guidelines for sub-advisers in conformity to this IPS and the Investment Management Agreement and monitoring their compliance therewith;
- meeting with sub-advisers and evaluating their investment performance;
- interacting with the custodian and other relevant service providers to the Non-Endowment, as necessary to perform its investment management services;
- assisting the Office of Investments and Treasury Services in meeting its reporting and administrative requirements;
- providing reporting and performance monitoring as necessary for the Investment Subcommittee to perform its oversight responsibilities; and
- meeting with the Investment Subcommittee at least quarterly or at other intervals as reasonably agreed with the Investment Subcommittee.

IV. Objectives: Non-Endowment Investment Program

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

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

The investment of Non-Endowment assets will be guided by the objective of earning rates of return in excess of savings accounts or 91-day Treasury Bills while accepting a low level of market risk and maintaining a high degree of liquidity. The three Tiers of the Non-Endowment investment program are constructed to adequately meet the University's projected budgetary needs and Ohio Revised Code requirements (listed below in Section XI Investment Guidelines) with low risk and liquid investments in Tier I, and with progressively higher expected returns at higher risk profiles in Tiers II and III. The portfolio's asset allocation will be statistically modeled using historical and projected risk and return characteristics of the portfolio's asset classes.

The Investment Subcommittee has adopted asset allocation targets and permissible ranges, set forth in Exhibits 1 and 2, that are designed to meet this objective provided that markets deliver equilibrium returns consistent with normal market conditions. A benchmark index has been assigned to each asset class, as set forth in Exhibits 1 and 2. The combination of the benchmark index assigned to each asset class, weighted in accordance with the target allocation to that asset class, forms the "Policy Benchmark" against which the portfolio's overall performance will be measured. Each Tier seeks to achieve performance (net of management fees) that exceeds the performance of the applicable Policy Benchmark (net of assumed passive management fees and rebalancing costs) over rolling five- and ten-year periods.

V. Investment Objectives: Non-Endowment Tiers

TIER I - University Operating Cash

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

every six months. The minimum balance will be two times the average monthly negative cash flow of the preceding fiscal year.

TIER II - University Core Cash Sub-Account

- **Objective:** The Baseline Tier II provides a liquid source of funds in the event the Tier I pool is insufficient to meet the University's operating cash needs, while providing an opportunity for incremental returns with modest volatility. The University may periodically create a Special Projects fund within Tier II but housed apart from the Baseline Tier II for funds earmarked for specific future disposition by the University that are likely to require target date maturity matching.
- **Investments:** Include U.S. Treasury and government agency securities generally with an average weighted maturity of between zero and two years for the baseline allocation. May include eligible investments under ORC 3345.05(C)(1).
- **Tier Size:** The targeted Baseline balance within this Sub-Account is calculated using the method outlined in Section VIII Annual Expenditure Policy, confirmed during each fiscal year budgeting cycle, and verified every six months. The target Baseline balance is based upon the reserve for investment fluctuations. The minimum balance shall not fall below two times the average negative monthly cash flow of the preceding fiscal year. The Special Projects allocation has no size restrictions.

TIER III - University Long-Term Capital Sub-Account

- **Objective:** To provide "endowment-like" long-term risk-adjusted returns on assets that would be expended by the University only in the unlikely event of severe financial exigency.
- **Investments:** Include public equity, absolute return and hedged strategies, open-ended real estate funds, futures-based commodity strategies, and diversified global fixed income securities. May include eligible investments under ORC 3345.05(C)(1). While these funds are expected to have less liquid fund structures, private capital investments will be excluded from consideration unless approved by the Investment Subcommittee.
- **Tier Size:** This Sub-Account has no size restrictions and generally receives deposits of residual operating cash not deployed in Tiers I and II.

VI. Asset Allocation

To achieve the investment objectives of this IPS, an asset allocation study was conducted and shared with the Investment Subcommittee. It was used to establish percentage targets and ranges for each asset class eligible for investments within Tiers II and III. The asset allocation study analyzed the expected return, risk, and correlation of several asset classes as well as, the expected return and risk of various hypothetical portfolios comprising these asset classes. The expected return and risk characteristics of various portfolios were

evaluated in terms of the future expected efficiency of achieving the investment objectives of the Non-Endowment.

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

VII. Risk Management

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

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

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

VIII. Annual Expenditure Policy

A reserve for investment fluctuations will be maintained in order to buffer the portfolio from short-term investment fluctuations. The target balance of the reserve for future investment fluctuations is determined as 20% of the previous fiscal year-end Non-Endowment pool Tier III Long Term Capital balance, plus two years of budgeted Non-Endowment investment earnings.

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

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

The target amount of the reserve for investment fluctuations shall be reviewed at least annually to determine its sufficiency and to establish a future target.

IX. Performance Monitoring and Evaluation

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

X. Conflicts of Interest

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

XI. Investment Guidelines

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

The investment of the Non-Endowment is subject to and shall be made in accordance with ORC 3345.05 (C) (1), with at least twenty-five percent of the average amount of the investment portfolio over the course of the previous fiscal year invested in securities of the United States government or of its agencies or instrumentalities, the treasurer of state's pooled investment program, obligations of Ohio or any political subdivision of Ohio, certificates of deposit of any national bank located in Ohio, written repurchase agreements

with any eligible Ohio financial institution that is a member of the federal reserve system or federal home loan bank, money market funds, or bankers acceptances maturing in two hundred seventy days or less which are eligible for purchase by the federal reserve system, as a reserve. The Non-Endowment assets in excess of the twenty-five percent may be pooled with other University funds and invested in accordance with Ohio Revised Code Section 1715.52 (UPMIFA).

XII. Mission-Aligned and Other Considerations

ESG Considerations. The University and the Foundation (collectively “Miami”), and the OCIO strive to maintain a high standard of stewardship excellence in managing their investment assets and in supporting the mission of the University.

Miami believes that the consideration of environmental, social, and governance factors is an integral part of a thorough portfolio management process. Miami’s investment approach delegates investment decisions to the OCIO and the choice of OCIO was based upon the OCIO’s philosophy, process, resources, ability to underwrite risk comprehensively, and alignment of interests with Miami. In turn, the OCIO uses these principles to carefully select sub-advisers to implement the investment strategies for Miami. These external partners make decisions about specific securities.

Miami recognizes the important role of responsible investment. As such, Miami has selected an OCIO that is a signatory to the United Nations Principles for Responsible Investment (UNPRI). Signatories to the UNPRI publicly commit to adopt and implement the UN’s global standards for responsible investing, which include an obligation to incorporate environmental, social, and corporate governance issues into investment analysis and decision-making processes.

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

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

Footnotes:

- (1) The Policy Benchmark will be reported both gross and net of assumed passive management fees and rebalancing costs.
- (2) Targeted Duration for the Baseline Allocation: a range of +/- 0.5 years will be targeted around the duration of the benchmark. For example, should the ICE BAML 0-2 Year Treasury Index carry a duration of 1 year, a target range of 0.5 and 1.5 years will be targeted.
- (3) Should this sub-account house funds earmarked for special university projects requiring target date matching, the Office of Investments and Treasury Services will establish an estimated draw schedule and the OCIO will invest in U.S. Treasury and government/agency securities accordingly.

Exhibit 2
MIAMI UNIVERSITY – NON-ENDOWMENT (TIER 3)
Policy Allocation Targets, Ranges and Benchmarks
JUNE 2018

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

Footnotes:

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

Appendix A
MIAMI UNIVERSITY FOUNDATION INVESTMENT POLICY STATEMENT
Most recent version as adopted by the Foundation Board of Directors

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

MIAMI UNIVERSITY
Investment Policy Statement – Non-Endowment
DECEMBER 2019 *June 2020*

I. Purpose

This Investment Policy Statement (“IPS”) shall serve as the governing framework for the management of the Non-Endowment assets of Miami University (the “University”) and will guide the activities and decisions of the Board of Trustees of the University (the “BoT”), as well as the Finance and Audit Committee of the BoT (the “FAC”), the Investment Subcommittee of the FAC (the “Investment Subcommittee”), the University staff, and the Outsourced Chief Investment Officer (“OCIO”) in managing the University’s Non-Endowment assets.

All University funds derived from the sources enumerated in Ohio Revised Code 3345.05 (A) (hereafter the “Non-Endowment”), shall for investment purposes be designated into one of three pools:

- (Tier I) the University’s Operating Cash;
- (Tier II) the University’s Core Cash Sub-Account; and
- (Tier III) the University’s Long-Term Capital Sub-Account.

In addition, the BoT may designate some of these funds as quasi-endowments, which for investment purposes shall be invested with the University’s endowment pool according to the Pooled Investment Agreement between the University and the Miami University Foundation and the endowment investment policy (Appendix A).

II. Fiduciary Duties

In fulfilling its responsibilities described herein, each of the BoT, the FAC and its Investment Subcommittee, the Office of Investments and Treasury Services, and the OCIO is a fiduciary to the Non-Endowment and shall act in accordance with the Uniform Prudent Management of Institutional Funds Act (“UPMIFA”). Among other things, UPMIFA requires each person managing an institutional portfolio to do so in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.

III. Roles and Responsibilities

Board of Trustees. The BoT shall approve this IPS, its guidelines, and amendments. The BoT shall also approve recommendations to hire or fire third party service providers (e.g., auditors, custodian, OCIO, and consultants).

The IPS will guide the activities and decisions of the BoT, as well as, the FAC, the Investment Subcommittee, the Office of Investments and Treasury Services, and the OCIO in managing the assets of the Non-Endowment.

Finance and Audit Committee. The BoT has delegated implementation oversight of the IPS to the FAC, which, in turn, may entrust an Investment Subcommittee to carry out these responsibilities and which serves as the Investment Committee required by Ohio Revised Code 3345.05. Specific responsibilities of the FAC include:

- upon recommendation of its Investment Subcommittee, submitting for BoT approval an IPS, setting forth, among other things, the fiduciary roles and responsibilities, investment guidelines and objectives for the investment of the assets, including asset allocation target exposures, permissible ranges (i.e., minimum and maximum allocations to each asset class), and the benchmarks against which the performance of each asset class, and the portfolio as a whole, will be evaluated;
- upon recommendation of its Investment Subcommittee, submitting for BoT approval Investment Subcommittee recommendations to hire or fire third party service providers (e.g., auditors, custodian, OCIO, and consultants); and
- reporting at least semi-annually to the BoT.

Investment Subcommittee. The Investment Subcommittee as a governing fiduciary shall oversee the investment and administration of the Non-Endowment. It serves as the “investment committee” required by Ohio Revised Code 3345.05. The Investment Subcommittee, in conjunction with the OCIO, develops policies and guidelines for recommendation to the BoT and the FAC designed to position the Non-Endowment to achieve its objectives with a prudent level of risk. Revisions to the IPS may be recommended by the Investment Subcommittee and approved by the BoT as necessary.

The Investment Subcommittee delegates its authority to make investment decisions to the OCIO in accordance with the Investment Management Agreement dated May 16, 2018 and as may be amended (the “Investment Management Agreement”), which is incorporated herein by reference. Specific responsibilities of the Investment Subcommittee include:

- submitting for FAC concurrence and BoT approval an IPS, setting forth, among other things, the fiduciary roles and responsibilities, investment guidelines and objectives for the investment of the Non-Endowment assets, including asset allocation target exposures, permissible ranges (i.e., minimum and maximum allocations to each asset class), and the benchmarks against which the performance of each asset class, and the portfolio as a whole, will be evaluated;
- proposing for FAC concurrence and BoT for approval such updates to the IPS as it, in consultation with the Office of Investments and Treasury Services, the OCIO, and any other advisor, deems appropriate;

- communicating to the Office of Investments and Treasury Services and the OCIO any changes in the risk profile and characteristics of Miami University that may impact the investment objectives and guidelines of the Non-Endowment;
- delegating specific administrative, operational, and managerial responsibilities relating to the investment and reinvestment of the Non-Endowment assets;
- monitoring compliance with the IPS;
- reviewing the Office of Investments and Treasury Services' oversight and evaluation of third party vendors on its behalf and making recommendations to the FAC and the BoT with respect thereto;
- reviewing periodically the following:
 - investment performance, including comparisons to objectives and benchmarks
 - asset allocation for the Non-Endowment
 - fees paid in support of the management of the Non-Endowment
- reporting at least semi-annually to the BoT.

Staff. The Secretary to the BoT will maintain the official minutes and records of the FAC and Investment Subcommittee. The Office of Investments and Treasury Services is responsible for managing the operations of the Non-Endowment investment program. Specific responsibilities of the Office of Investments and Treasury Services include:

- budgeting, investing, forecasting, and monitoring funds associated with the Tier 1 Operating Cash portfolio;
- managing the transfer of funds among the Non-Endowment investment Tiers;
- facilitating division carry forward balances, donor gifts, and other unrestricted funds that can be quasi-endowed;
- providing administration, reporting, accounting, audit, and tax support for the Non-Endowment operations;
- ensuring compliance with Ohio Revised Code Section 3345.05 (C)(1);
- serving as the day-to-day contact with the OCIO including communicating planned contributions and withdrawals, transfers of funds, and liquidity needs, communicating with the OCIO and any other advisor(s) any changes in the risk profile and characteristics of Miami University that may impact the investment objectives and guidelines of the Non-Endowment;
- monitoring and evaluating third party service providers (e.g., auditors, custodian, OCIO, and consultants), specifically
 - overseeing the OCIO or other advisor(s) who shall have the responsibility, and may have discretion, for implementing investment strategies in accordance with the guidelines set forth in the IPS;
 - overseeing other service providers to the Non-Endowment, including the custodian of Non-Endowment assets;
- recommending to the Investment Subcommittee the hiring and termination of third party service providers (e.g., auditors, custodian, OCIO, and consultants);

- managing constituent relationships;
- providing support to the FAC and its Investment Subcommittee;
- reporting to the FAC and its Investment Subcommittee at their respective meetings.

Outsourced Chief Investment Officer. To assist with managing the Non-Endowment investment program, the BoT has retained the services of an OCIO in conformity the requirements of Ohio Revised Code Section 3345.05(D)(1). The Investment Subcommittee delegated authority to make investment decisions to the OCIO in accordance with the Investment Management Agreement, which is incorporated herein by reference.

The OCIO will have day-to-day responsibility and discretion for investing a designated portion of the Non-Endowment assets (specifically Tiers II and III). The OCIO will report to the Investment Subcommittee on a regular basis in accordance with the Investment Management Agreement that governs the relationship. Specific responsibilities include:

- advising the Investment Subcommittee on the development of the IPS;
- periodically reviewing and recommending to the Investment Subcommittee any changes, modifications, and/or amendments to the IPS, including the investment guidelines and objectives;
- implementing the investment program with respect to Tiers II and III on a discretionary basis, including the selection and monitoring of commingled investment vehicles, the appointment of sub-advisers, and the direct management of assets not allocated to investment vehicles or sub-advisers, in accordance with the guidelines and asset allocation ranges as set forth in this IPS and the Investment Management Agreement;
- taking all necessary actions with respect to the hiring and termination of sub-advisers, and the subscription to and withdrawal from, commingled investment vehicles, including reviewing and executing investment management agreements and subscription documents;
- setting investment guidelines for sub-advisers in conformity to this IPS and the Investment Management Agreement and monitoring their compliance therewith;
- meeting with sub-advisers and evaluating their investment performance;
- interacting with the custodian and other relevant service providers to the Non-Endowment, as necessary to perform its investment management services;
- assisting the Office of Investments and Treasury Services in meeting its reporting and administrative requirements;
- providing reporting and performance monitoring as necessary for the Investment Subcommittee to perform its oversight responsibilities; and
- meeting with the Investment Subcommittee at least quarterly or at other intervals as reasonably agreed with the Investment Subcommittee.

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

The investment of Non-Endowment assets will be guided by the objective of earning rates of return in excess of savings accounts or 91-day Treasury Bills while accepting a low level of market risk and maintaining a high degree of liquidity. The three Tiers of the Non-Endowment investment program are constructed to adequately meet the University's projected budgetary needs and Ohio Revised Code requirements (listed below in Section XI Investment Guidelines) with low risk and liquid investments in Tier I, and with progressively higher expected returns at higher risk profiles in Tiers II and III. The portfolio's asset allocation will be statistically modeled using historical and projected risk and return characteristics of the portfolio's asset classes.

The Investment Subcommittee has adopted asset allocation targets and permissible ranges, set forth in Exhibits 1 and 2, that are designed to meet this objective provided that markets deliver equilibrium returns consistent with normal market conditions. A benchmark index has been assigned to each asset class, as set forth in Exhibits 1 and 2. The combination of the benchmark index assigned to each asset class, weighted in accordance with the target allocation to that asset class, forms the "Policy Benchmark" against which the portfolio's overall performance will be measured. Each Tier seeks to achieve performance (net of management fees) that exceeds the performance of the applicable Policy Benchmark (net of assumed passive management fees and rebalancing costs) over rolling five- and ten-year periods.

V. Investment Objectives: Non-Endowment Tiers

TIER I - University Operating Cash

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

every six months. The minimum balance will be two times the average monthly negative cash flow of the preceding fiscal year.

TIER II - University Core Cash Sub-Account

- **Objective:** The Baseline Tier II provides a liquid source of funds in the event the Tier I pool is insufficient to meet the University's operating cash needs, while providing an opportunity for incremental returns with modest volatility. The University may periodically create a Special Projects fund within Tier II but housed apart from the Baseline Tier II for funds earmarked for specific future disposition by the University that are likely to require target date maturity matching.
- **Investments:** Include U.S. Treasury and government agency securities generally with an average weighted maturity of between zero and two years for the baseline allocation. May include eligible investments under ORC 3345.05(C)(1).
- **Tier Size:** The targeted Baseline balance within this Sub-Account is calculated using the method outlined in Section VIII Annual Expenditure Policy, confirmed during each fiscal year budgeting cycle, and verified every six months. The target Baseline balance is based upon the reserve for investment fluctuations. The minimum balance shall not fall below two times the average negative monthly cash flow of the preceding fiscal year. The Special Projects allocation has no size restrictions.

TIER III - University Long-Term Capital Sub-Account

- **Objective:** To provide "endowment-like" long-term risk-adjusted returns on assets that would be expended by the University only in the unlikely event of severe financial exigency.
- **Investments:** Include public equity, absolute return and hedged strategies, open-ended real estate funds, futures-based commodity strategies, and diversified global fixed income securities. May include eligible investments under ORC 3345.05(C)(1). While these funds are expected to have less liquid fund structures, private capital investments will be excluded from consideration unless approved by the Investment Subcommittee.
- **Tier Size:** This Sub-Account has no size restrictions and generally receives deposits of residual operating cash not deployed in Tiers I and II.

VI. Asset Allocation

To achieve the investment objectives of this IPS, an asset allocation study was conducted and shared with the Investment Subcommittee. It was used to establish percentage targets and ranges for each asset class eligible for investments within Tiers II and III. The asset allocation study analyzed the expected return, risk, and correlation of several asset classes as well as, the expected return and risk of various hypothetical portfolios comprising these asset classes. The expected return and risk characteristics of various portfolios were

evaluated in terms of the future expected efficiency of achieving the investment objectives of the Non-Endowment.

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

VII. Risk Management

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

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

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

VIII. Annual Expenditure Policy

A reserve for investment fluctuations will be maintained in order to buffer the portfolio from short-term investment fluctuations. The target balance of the reserve for future investment fluctuations is determined as 20% of the previous fiscal year-end Non-Endowment pool Tier III Long Term Capital balance, plus two years of budgeted Non-Endowment investment earnings.

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

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

The target amount of the reserve for investment fluctuations shall be reviewed at least annually to determine its sufficiency and to establish a future target.

IX. Performance Monitoring and Evaluation

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

X. Conflicts of Interest

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

XI. Investment Guidelines

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

The investment of the Non-Endowment is subject to and shall be made in accordance with ORC 3345.05 (C) (1), with at least twenty-five percent of the average amount of the investment portfolio over the course of the previous fiscal year invested in securities of the United States government or of its agencies or instrumentalities, the treasurer of state's pooled investment program, obligations of Ohio or any political subdivision of Ohio, certificates of deposit of any national bank located in Ohio, written repurchase agreements

with any eligible Ohio financial institution that is a member of the federal reserve system or federal home loan bank, money market funds, or bankers acceptances maturing in two hundred seventy days or less which are eligible for purchase by the federal reserve system, as a reserve. The Non-Endowment assets in excess of the twenty-five percent may be pooled with other University funds and invested in accordance with Ohio Revised Code Section 1715.52 (UPMIFA).

X. Mission-Aligned and Other Considerations

ESG Considerations. The University and the Foundation (collectively “Miami”), and the OCIO strive to maintain a high standard of stewardship excellence in managing their investment assets and in supporting the mission of the University.

Miami believes that the consideration of environmental, social, and governance factors is an integral part of a thorough portfolio management process. Miami’s investment approach delegates investment decisions to the OCIO and the choice of OCIO was based upon the OCIO’s philosophy, process, resources, ability to underwrite risk comprehensively, and alignment of interests with Miami. In turn, the OCIO uses these principles to carefully select sub-advisers to implement the investment strategies for Miami. These external partners make decisions about specific securities.

Miami recognizes the important role of responsible investment. As such, Miami has selected an OCIO that is a signatory to the United Nations Principles for Responsible Investment (UNPRI). Signatories to the UNPRI publicly commit to adopt and implement the UN’s global standards for responsible investing, which include an obligation to incorporate environmental, social, and corporate governance issues into investment analysis and decision-making processes.

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

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

Footnotes:

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

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

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

Exhibit 2
MIAMI UNIVERSITY – NON-ENDOWMENT (TIER 3)
Policy Allocation Targets, Ranges and Benchmarks
JUNE 2018

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

Footnotes:

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

Appendix A
MIAMI UNIVERSITY FOUNDATION INVESTMENT POLICY STATEMENT
Most recent version as adopted by the Foundation Board of Directors

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

Miami University
Finance and Audit Committee
FY 2020 Forecasted Operating Results
Projections Based upon Activity through April 30, 2020

OXFORD

The projection for the Oxford General Fund based on performance after adjustments through April is a surplus of approximately \$2.3 million. Details of the specific items are highlighted below.

Revenues

The Oxford campus student fee revenues (instructional, general out-of-state, and other) are forecast to be approximately \$13.5 million below the \$348.6 million budget. Gross instructional revenue (including the out of state surcharge) is forecast to be \$9.4 million under budget. The revenue variance is attributable to a decrease in retention of the Fall 2018 cohort and increases in 3rd, 4th, and 5th year graduation rates for the Fall 2014, 2015 and 2016 cohorts. Winter term revenues are below budget and reflected a year over year revenue decline. Summer term revenues are below budget due to offering an online discount due to remote instruction of courses in May and June. The general fee is forecast to be \$4.4 million under budget due to the enrollment impacts noted above, and \$3.7 million in refunds issued due to COVID-19 campus closure. The revenues losses due to the refunds were partially offset through a federal CARES Act grant (\$0.9 million).

The state appropriation for the Oxford campus was cut \$2.5M and is estimated to be \$0.7 million under the \$64.3 million budget based on the Ohio Department of Higher Education final subsidy payment schedule for the fiscal year and reductions to the state budget announced in May. The final subsidy reflects the net impact of activity across all of the institutions in the University System of Ohio.

Auxiliary revenue presented later in the report are also impacted by COVID-19 related refunds room and board fees, the general fee refunds and a substantial decline in business operations due to the campus closure. These impacts of the refunds were partially offset with proceeds from the \$6.5 million CARES Act grant.

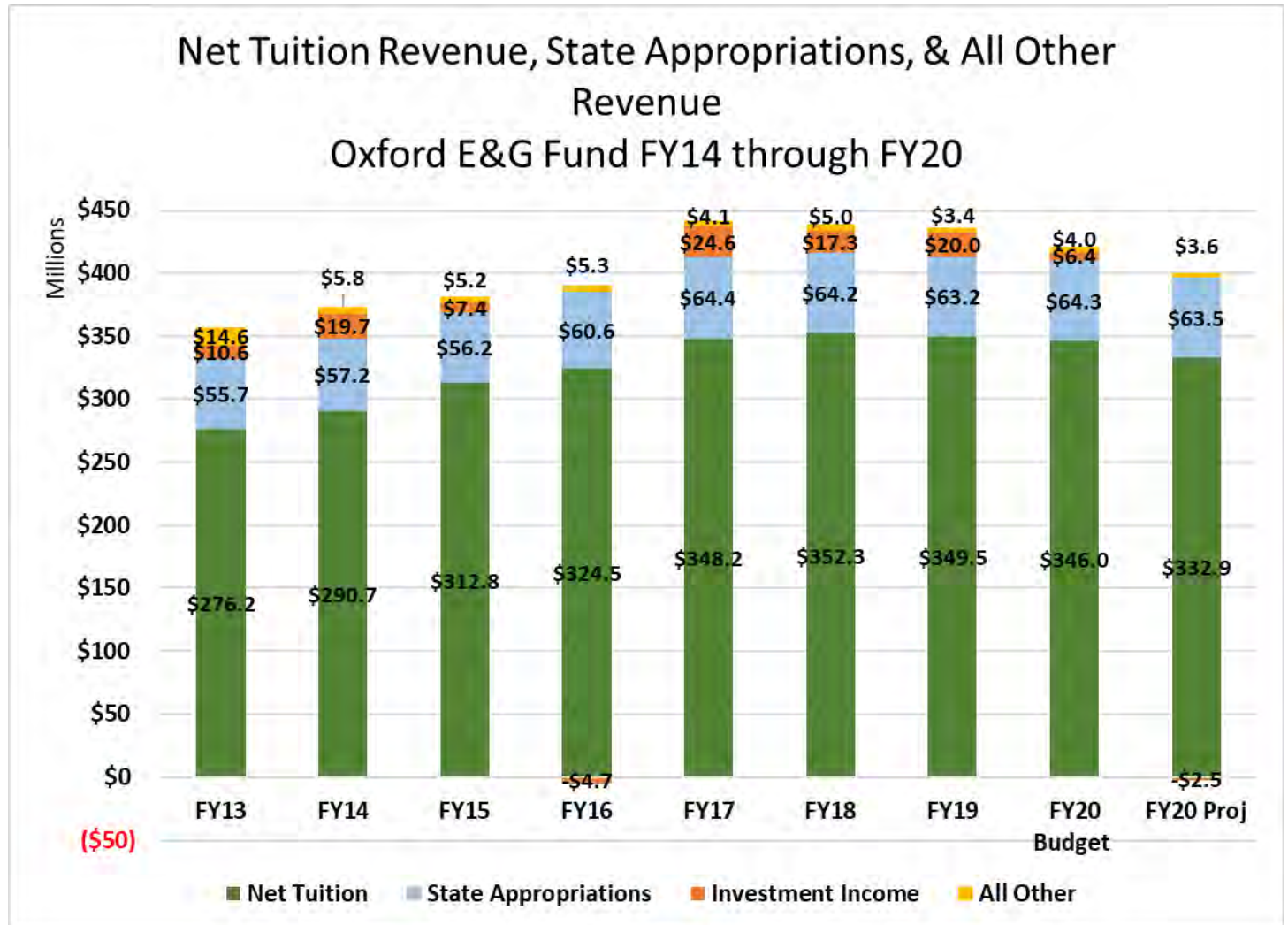
Investment income from interest, dividends, and realized capital gains/losses was \$12.2 million through May 31, 2020. This amount does not include the mark-to-market from long-term investments which is impossible to accurately project for the end of the fiscal year. The total return at May 31, 2020 is an estimated loss of \$2-3 million, which would require drawing \$8.9M from the investment fluctuation reserve. However, market values during the first part of June continued to improve suggesting part or all of this loss could be offset by the end of the fiscal year.

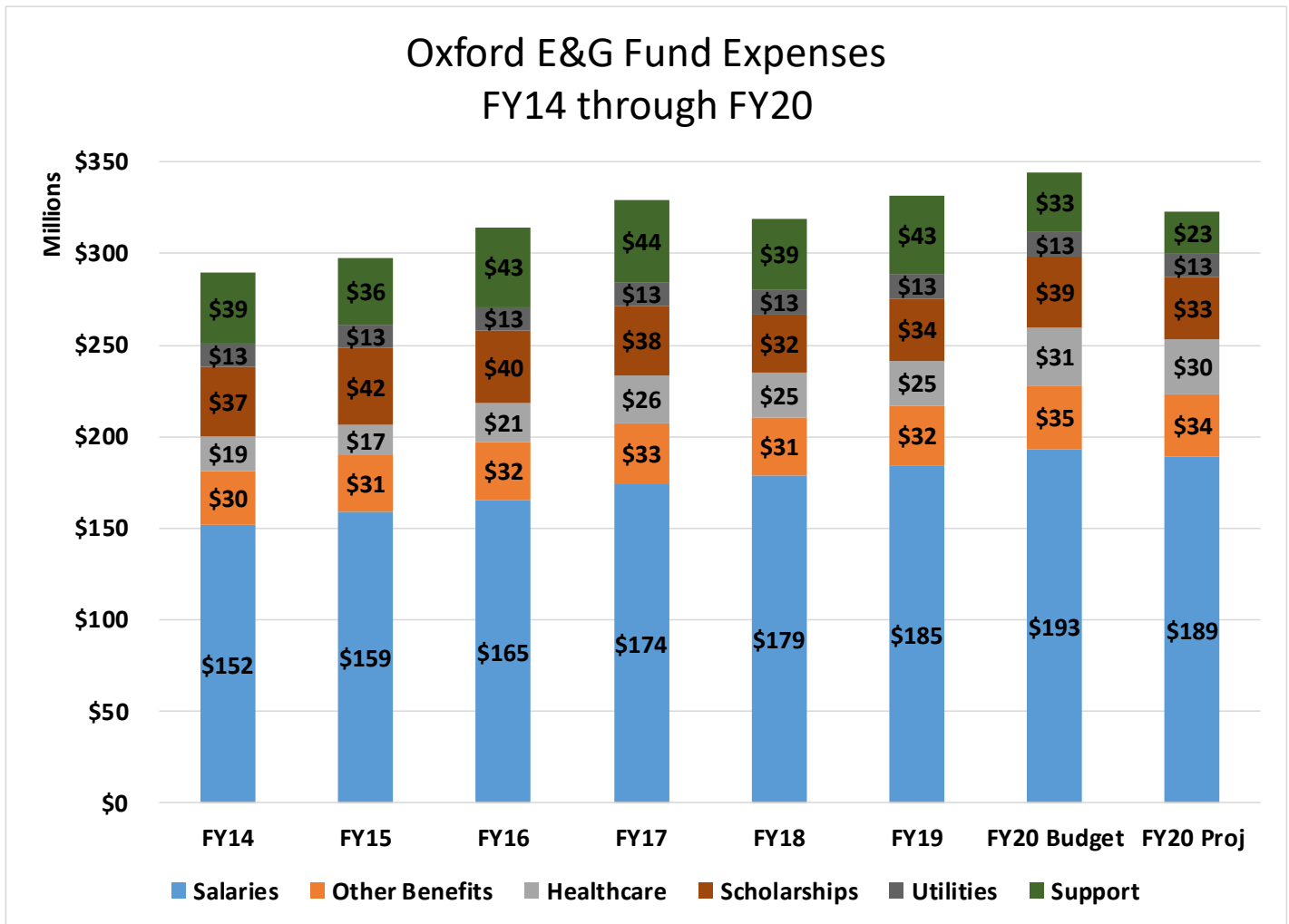
Expenditures and Transfers

Employee salaries and staff benefits are projected to be \$6.0 million below budget. Through the first ten months of the fiscal year, health care claims were lower than budgeted due to position vacancy, lower medical claims costs and decrease in utilization due to medical facilities restricting access to voluntary procedures due to COVID-19. Prior to the virus, medical claims had slowed in the second quarter of the fiscal year while prescription drug costs continued to increase. Graduate fee waiver expenses are below budget due to the growing number of students in market priced programs rather than traditional graduate programs. Departmental support costs are forecast \$10.1 million under budget.

The underspending in salaries, benefits and support budget noted above is carryforward eligible. The net effect of this activity is recorded as an increase in Departmental Budgetary Carryforward. The third and final annual transfer (\$8.3 million) was made from academic divisions' carryforward reserves to the Boldly Creative Initiatives Fund. Distributions from the fund have been made for the Nursing program on Oxford campus (\$1.4 million), Physician's Assistant program (\$0.3 million), Data Analytics & CADS (\$0.4 million), Cybersecurity (\$45,000), Microcredentials

(\$60,000), and eSports (\$0.1 million). The Boldly Creative Initiatives Fund has a balance of \$47.2 million that is available to the President and Provost for new programming as reflected in 12 new proposals under consideration.





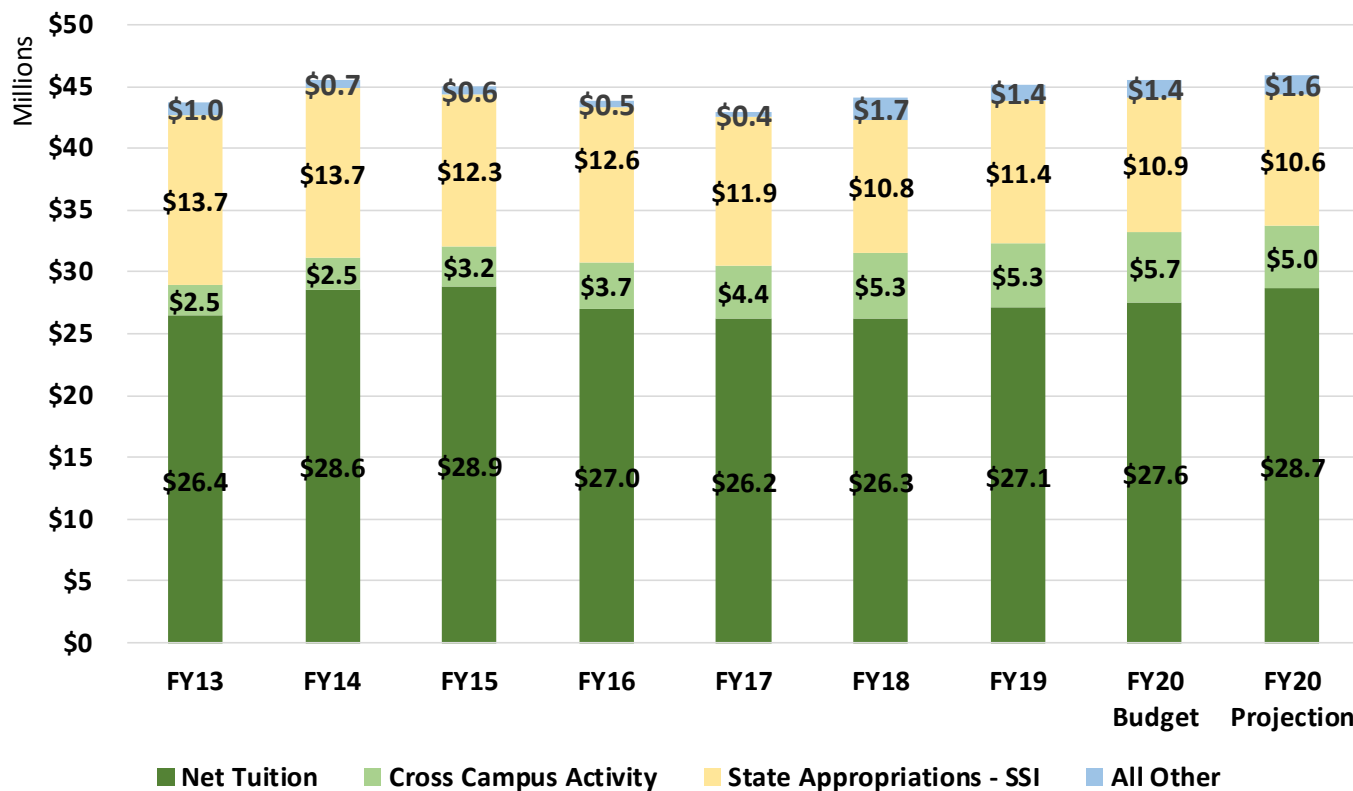
HAMILTON & MIDDLETOWN

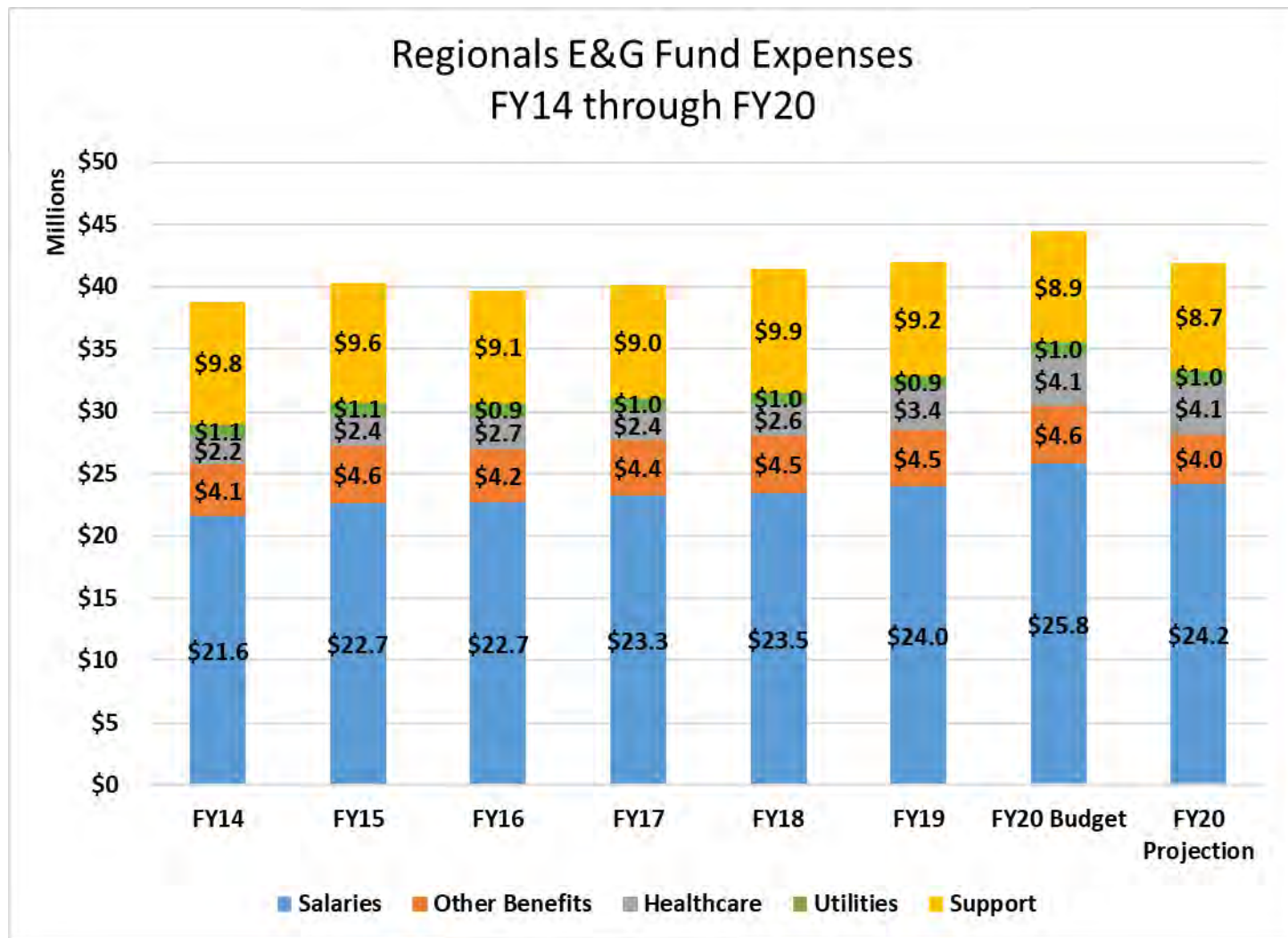
The Hamilton campus student fee revenue (instructional, general and out-of-state) is estimated to be \$0.8 million above budget. The instructional fee, out-of-state surcharge and general fee for the Middletown campus are forecast to be \$0.4 million below budget. The tuition performance reflects a change in the distribution in the cross campus subsidy. State subsidy (SSI) is forecast to be \$0.3 million under budget following the budget reduction by the State of Ohio. College Credit Plus program are slightly above budget for both Hamilton and Middletown. Other revenues are on budget.

Most expenditures on both campuses are tracking close to budget. However, personnel and benefit costs are \$0.5 million below budget on the Hamilton campus and \$1.7 million below budget on the Middletown campus. The actual performance in these categories has exceeded the underspending assumed in the budget. Utilities are slightly below budget on the Hamilton campus and slightly above budget on the Middletown campus.

Overall, the General Fund for Hamilton is projected to end the fiscal year with a \$1.2 million surplus prior to adjustments. The Middletown campus General Fund is projected to have an operating surplus of \$1.6 million prior to adjustments.

Net Tuition Revenue, Cross Campus Activity, State Appropriations, & All Other Revenue Regionals E&G Funds FY14 through FY20





VOICE OF AMERICA LEARNING CENTER

The Voice of America Learning Center (VOALC) is projected to end the fiscal year on budget. As in the prior fiscal year, the funding support for the VOALC has been separately displayed for all three campuses and the VOALC. This transfer represents the budgeted financial support from each campus for funding the VOALC administrative operations.

MIAMI UNIVERSITY
FY2020 Forecast
Oxford General Fund Only
As of April 30, 2020

	Original <u>Budget</u>	April End-of-Year <u>Forecast</u>	April Budget to <u>Forecast</u>
REVENUES:			
Instructional & OOS Surcharge	\$ 395,820,449	\$ 386,411,897	\$ (9,408,552)
Less Cohort Financial Aid Discount	101,863,363	101,111,273	(752,090)
Net Instructional Fee & Out-of-State Surcharge	<u>293,957,086</u>	<u>285,300,624</u>	<u>(8,656,462)</u>
General	52,018,517	47,633,338	\$ (4,385,179)
Other Student Revenue	2,596,500	2,168,552	(427,948)
<i>Tuition, Fees and Other Student Charges</i>	<u>348,572,103</u>	<u>335,102,514</u>	<u>(13,469,589)</u>
State Appropriations	64,289,270	63,547,049	\$ (742,221)
Investment Income	6,390,000	(2,500,000)	\$ (8,890,000)
Other Revenue	1,450,000	1,450,000	\$ -
Total Revenues	<u>\$ 420,701,373</u>	<u>\$ 397,599,563</u>	<u>\$ (23,101,810)</u>
EXPENDITURES:			
Salaries	193,291,147	189,237,849	(4,053,298)
Benefits	34,888,327	33,847,612	(1,040,716)
Healthcare Expense	31,363,719	30,428,141	(935,577)
Graduate Assistant, Fellowships & Fee Waivers	24,027,713	20,481,962	(3,545,751)
Undergraduate Scholarships & Student Waivers	14,599,159	12,924,742	(1,674,417)
Utilities	13,360,064	12,869,638	(490,426)
Departmental Support Expenditures	27,596,173	17,486,616	(10,109,557)
Multi-year Expenditures	5,338,963	5,338,963	-
Total Expenditures	<u>\$ 344,465,265</u>	<u>\$ 322,615,523</u>	<u>\$ (21,849,742)</u>
DEBT SERVICE AND TRANSFERS:			
General Fee	(51,528,646)	(47,143,467)	4,385,179
Capital, Renewal & Replacement	(5,480,000)	(5,480,000)	-
Debt Service	(6,779,324)	(6,779,324)	-
Support for VOALC (50%)	(584,244)	(584,244)	-
Other Miscellaneous Operational Transfers	(4,584,788)	(4,584,788)	-
Other Transfers (net)	464,258	464,258	-
Total Debt Service and Transfers	<u>\$ (68,492,744)</u>	<u>\$ (64,107,565)</u>	<u>\$ 4,385,179</u>
<i>Net Revenues/(Expenditures) Before Adjustments</i>	\$ 7,743,364	\$ 10,876,475	\$ 3,133,111
ADJUSTMENTS:			
Departmental Budgetary Carryforward		(16,139,149)	
Strategic Investment Funding - Unallocated Funds		(1,315,287)	
Strategic Investment Funding - Divisional Carryforward		(8,333,333)	
Reserve for Carry Forward		8,333,333	
Divisional Revenue Carry Forward			
Reserve for Investment Fluctuations		8,890,000	
Reserve for Encumbrances			
Future Student Facilities CR&R			
Net Increase/(Decrease) in Fund Balance	<u>\$ 7,743,364</u>	<u>\$ 2,312,039</u>	

MIAMI UNIVERSITY
FY2020 Forecast
Hamilton General Fund Only
As of April 30, 2020

	Original <u>Budget</u>	April End-of-Year <u>Forecast</u>	April Budget to <u>Forecast</u>
REVENUES:			
Instructional & OOS Surcharge - Regional Students	\$ 15,008,471	\$ 14,917,242	\$ (91,229)
Instructional & OOS Surcharge - Cross Campus	3,962,651	4,659,921	697,270
Less Continuing & New Scholarships	852,600	664,921	(187,679)
Net Instructional Fee & Out-of-State Surcharge	<u>18,118,522</u>	<u>18,912,242</u>	<u>793,720</u>
General	944,194	961,872	17,678
Other Student Revenue	193,500	193,500	-
<i>Tuition, Fees and Other Student Charges</i>	<u>19,256,216</u>	<u>20,067,614</u>	<u>811,398</u>
State Appropriations - SSI	6,614,998	6,434,304	(180,694)
State Appropriations - CCP	314,904	399,443	84,539
Investment Income	50,000	-	(50,000)
Other Revenue	79,500	79,500	-
Total Revenues	<u>\$ 26,315,618</u>	<u>\$ 26,980,861</u>	<u>\$ 665,243</u>
EXPENDITURES:			
Salaries	16,424,224	16,424,224	-
Allowance for Unspent Salaries	(1,312,798)	(1,688,501)	(375,703)
Benefits	3,147,068	3,147,068	-
Allowance for Unspent Benefits	(505,427)	(682,947)	(177,520)
Healthcare Expense	2,652,910	2,652,910	-
Anticipated Benefit Recovery	(163,352)	(163,352)	-
Graduate Assistant Fee Waivers	-	-	-
Utilities	608,000	551,091	(56,909)
Departmental Support Expenditures	4,902,318	4,981,291	78,973
Multi-year Expenditures	-	-	-
Total Expenditures	<u>\$ 25,752,943</u>	<u>\$ 25,221,785</u>	<u>\$ (531,158)</u>
DEBT SERVICE AND TRANSFERS:			
General Fee	(281,919)	(299,597)	(17,678)
Capital, Renewal & Replacement	-	-	-
Debt Service	-	-	-
Support for VOALC (25%)	(280,755)	(280,755)	-
Other Miscellaneous Operational Transfers	-	-	-
Total Debt Service and Transfers	<u>\$ (562,674)</u>	<u>\$ (580,352)</u>	<u>\$ (17,678)</u>
<i>Net Revenues/(Expenditures) Before Adjustments</i>	\$ -	\$ 1,178,724	\$ 1,178,723
ADJUSTMENTS:			
Departmental Budgetary Carryforward			
Divisional Budgetary Carryforward		(531,158)	
Strategic Investment Funding - Divisional Carryforward		(344,928)	
Reserve for Carry Forward		344,928	
Transfer from Fund Balance			
Reserve for Encumbrances			
Reserve for Investment Fluctuations			
Reserve for Future Budgets			
Net Increase/(Decrease) in Fund Balance	<u>\$ -</u>	<u>\$ 647,566</u>	<u>\$ 1,178,723</u>

MIAMI UNIVERSITY
FY2020 Forecast
Middletown General Fund Only
As of April 30, 2020

	Original <u>Budget</u>	April End-of-Year <u>Forecast</u>	April Budget to <u>Forecast</u>
REVENUES:			
Instructional & OOS Surcharge - Regional Students	\$ 13,104,988	\$ 13,903,855	\$ 798,867
Instructional & OOS Surcharge - Cross Campus	1,703,147	340,080	(1,363,067)
Less Continuing & New Scholarships	1,240,058	1,071,810	(168,248)
Net Instructional Fee & Out-of-State Surcharge	<u>13,568,077</u>	<u>13,172,125</u>	<u>(395,952)</u>
General	601,098	637,739	36,641
Other Student Revenue	80,700	80,700	-
<i>Tuition, Fees and Other Student Charges</i>	<u>14,249,875</u>	<u>13,890,564</u>	<u>(359,311)</u>
State Appropriations - SSI	4,268,078	4,191,337	(76,741)
State Appropriations - CCP	637,826	733,999	96,173
Investment Income	50,000	-	(50,000)
Other Revenue	10,402	10,402	-
Total Revenues	\$ 19,216,181	\$ 18,826,302	\$ (389,879)
EXPENDITURES:			
Salaries	11,275,065	11,275,065	-
Allowance for Unspent Salaries	(555,607)	(1,819,157)	(1,263,550)
Benefits	2,126,176	2,126,176	-
Allowance for Unspent Benefits	(213,908)	(629,877)	(415,969)
Healthcare Expense	1,762,933	1,762,933	-
Anticipated Benefit Recovery	(117,898)	(117,898)	-
Graduate Assistant Fee Waivers	-	-	-
Utilities	421,000	418,293	(2,707)
Departmental Support Expenditures	3,991,676	3,690,789	(300,887)
Multi-year Expenditures	-	-	-
Total Expenditures	\$ 18,689,437	\$ 16,706,324	\$ (1,983,113)
DEBT SERVICE AND TRANSFERS:			
General Fee	(184,247)	(220,888)	(36,641)
Capital, Renewal & Replacement	-	-	-
Debt Service	(61,741)	(61,741)	-
Support for VOALC (25%)	(280,755)	(280,755)	-
Other Miscellaneous Operational Transfers	-	-	-
Total Debt Service and Transfers	\$ (526,743)	\$ (563,384)	\$ (36,641)
<i>Net Revenues/(Expenditures) Before Adjustments</i>	\$ -	\$ 1,556,593	\$ 1,556,592
ADJUSTMENTS:			
Departmental Budgetary Carryforward			
Divisional Budgetary Carryforward		(1,983,113)	
Strategic Investment Funding - Divisional Carryforward		(392,982)	
Reserve for Carry Forward		392,982	
Transfer from Fund Balance			
Reserve for Encumbrances			
Reserve for Investment Fluctuations			
Reserve for Future Budgets			
Net Increase/(Decrease) in Fund Balance	\$ -	\$ (426,519)	\$ 1,556,592

MIAMI UNIVERSITY
FY2020 Forecast
Voice of America Learning Center General Fund Only
As of December 31, 2019

	<u>Original Budget</u>	<u>December End-of-Year Forecast</u>	<u>December Budget to Forecast</u>
REVENUES:			
Instructional & OOS Surcharge - Regional Students			\$ -
Instructional & OOS Surcharge - Cross Campus			-
Less Continuing & New Scholarships			-
Net Instructional Fee & Out-of-State Surcharge	-	-	-
General			-
Other Student Revenue			-
<i>Tuition, Fees and Other Student Charges</i>	-	-	-
State Appropriations - SSI			-
State Appropriations - CCP			-
Investment Income			-
Other Revenue	35,000	150	(34,850)
Total Revenues	\$ 35,000	\$ 150	\$ (34,850)
EXPENDITURES:			
Salaries	214,504	87,831	(126,673)
Allowance for Unspent Salaries			-
Benefits	43,069	33,625	(9,444)
Allowance for Unspent Benefits			-
Healthcare Expense	39,517	39,517	-
Anticipated Benefit Recovery			-
Graduate Assistant Fee Waivers			-
Utilities	62,320	41,865	(20,455)
Departmental Support Expenditures	265,718	265,718	-
Multi-year Expenditures			-
Total Expenditures	\$ 625,128	\$ 468,556	\$ (156,572)
DEBT SERVICE AND TRANSFERS:			
General Fee			-
Capital, Renewal & Replacement	(100,706)	(100,706)	-
Debt Service	(432,186)	(432,186)	-
Support for VOALC (25%)	1,123,020	1,123,020	-
Other Miscellaneous Operational Transfers			-
Total Debt Service and Transfers	\$ 590,128	\$ 590,128	\$ -
<i>Net Revenues/(Expenditures) Before Adjustments</i>	\$ -	\$ 121,722	\$ 121,722
ADJUSTMENTS:			
Departmental Budgetary Carryforward			
Divisional Budgetary Carryforward			
Strategic Investment Funding - Divisional Carryforward			
Reserve for Carry Forward			
Transfer from Fund Balance			
Reserve for Encumbrances			
Reserve for Investment Fluctuations			
Reserve for Future Budgets			
Net Increase/(Decrease) in Fund Balance	\$ -	\$ 121,722	\$ 121,722

MIAMI UNIVERSITY
Financial Analysis - by Operational Unit (Oxford Campus)
FY2020 / FY2019 / FY2018

	FY2018			FY2019			FY2020			Thru April Year To Date			% of '20 Budget	% Change from '19 YTD
	Year End Actual	Year End Actual	Budget	FY2020	FY2019	FY2018	FY2020	FY2019	FY2018					
College of Arts & Sciences														
Salary	\$ 55,391,368	\$ 56,795,655	\$ 46,191,905	\$ 49,876,969	\$ 50,210,277	\$ 49,019,863				108%	-1%			
Benefits	16,251,298	16,419,805	14,664,180	16,224,637	16,310,055	16,896,595				111%	-1%			
Scholarships & Fellowships	9,715,232	9,506,226	10,622,790	8,974,670	9,305,964	9,461,549				84%	-4%			
Departmental Support Expenses	5,457,166	5,657,275	7,349,102	3,300,891	4,596,634	4,320,400				45%	-28%			
Total Expenses	86,815,064	88,378,961	78,827,977	78,377,167	80,422,930	79,698,407				99%	-3%			
College of Education, Health, and Society														
Salary	14,558,439	15,216,349	12,502,924	13,291,245	13,009,648	12,469,446				106%	2%			
Benefits	4,200,871	4,324,382	4,254,460	4,329,686	4,250,909	4,321,846				102%	2%			
Scholarships & Fellowships	1,757,175	1,934,663	2,061,421	1,560,976	1,861,026	1,720,358				76%	-16%			
Departmental Support Expenses	1,687,944	1,614,142	2,298,200	1,156,241	1,242,882	1,216,982				50%	-7%			
Total Expenses	22,204,429	23,089,536	21,117,005	20,338,148	20,364,465	19,728,632				96%	0%			
College of Engineering and Computing														
Salary	8,649,691	9,504,455	8,949,495	9,022,482	8,467,719	7,710,939				101%	7%			
Benefits	2,647,657	2,921,207	3,274,643	3,092,805	2,919,869	2,755,466				94%	6%			
Scholarships & Fellowships	677,959	752,015	594,660	755,721	745,288	667,588				127%	1%			
Departmental Support Expenses	1,236,007	1,381,992	515,313	935,507	923,289	1,034,071				182%	1%			
Total Expenses	13,211,314	14,559,669	13,334,111	13,806,515	13,056,165	12,168,064				104%	6%			
Farmer School of Business														
Salary	23,599,921	22,574,638	15,436,962	19,874,056	20,155,073	20,379,635				129%	-1%			
Benefits	7,498,205	6,871,770	5,827,909	7,174,080	7,238,203	7,683,661				123%	-1%			
Scholarships & Fellowships	468,272	514,727	891,990	449,441	509,420	461,017				50%	-12%			
Departmental Support Expenses	2,486,473	2,262,502	3,165,197	1,444,066	1,988,685	1,967,667				46%	-27%			
Total Expenses	34,052,871	32,223,637	25,322,058	28,941,643	29,891,381	30,491,980				114%	-3%			
College of Creative Arts														
Salary	10,254,633	10,841,620	9,678,023	10,101,605	9,610,163	8,993,189				104%	5%			
Benefits	3,062,501	3,353,563	3,411,981	3,438,479	3,268,439	3,205,306				101%	5%			
Scholarships & Fellowships	1,289,352	1,674,470	1,540,710	1,565,969	1,647,929	1,271,470				102%	-5%			
Departmental Support Expenses	1,093,514	1,260,330	1,191,394	1,050,574	1,144,376	969,654				88%	-8%			
Total Expenses	15,700,000	17,129,983	15,822,108	16,156,627	15,670,907	14,439,619				102%	3%			
Dolibois European Center - Luxemburg														
Salary	1,033,391	1,091,149	1,297,328	864,803	883,423	848,680				67%	-2%			
Benefits	169,985	154,416	499,848	138,787	145,176	146,324				28%	-4%			
Utilities	27,691	25,847	30,503	22,559	22,349	24,044				74%	1%			
Departmental Support Expenses	212,738	475,074	248,307	168,889	445,996	182,986				68%	-62%			
Total Expenses	1,443,805	1,746,486	2,075,986	1,195,039	1,496,944	1,202,034				58%	-20%			

MIAMI UNIVERSITY
Financial Analysis - by Operational Unit (Oxford Campus)
FY2020 / FY2019 / FY2018

	FY2018	FY2019	FY2020	Thru April Year To Date			% of '20 Budget	% Change from '19 YTD
	Year End Actual	Year End Actual	Budget	FY2020	FY2019	FY2018		
Graduate School								
Salary	2,866,367	3,211,441	3,020,914	2,699,592	2,717,253	2,468,940	89%	-1%
Benefits	626,370	716,117	718,763	644,330	616,672	612,455	90%	4%
Scholarships & Fellowships	5,256,660	5,648,783	6,026,172	4,055,052	6,857,216	4,059,025	67%	-41%
Departmental Support Expenses	489,768	856,124	749,990	173,539	764,256	451,150	23%	-77%
Total Expenses	9,239,165	10,432,465	10,515,839	7,572,513	10,955,397	7,591,570	72%	-31%
Other Provost Departments								
Salary	8,492,701	9,049,416	29,008,839	8,687,916	7,439,952	6,998,731	30%	17%
Benefits	2,941,190	3,156,183	9,641,037	3,193,067	2,845,270	2,813,029	33%	12%
Scholarships & Fellowships	964,582	921,259	1,128,548	732,056	929,412	965,975	65%	-21%
Utilities	838	-	-	-	-	838	0%	0%
Departmental Support Expenses	6,173,889	6,852,455	8,897,191	6,724,044	6,345,723	5,844,408	76%	6%
Total Expenses	18,573,200	19,979,313	48,675,615	19,337,084	17,560,357	16,622,981	40%	10%
Total Provost Office								
Salary	124,846,511	128,284,723	126,086,390	114,418,668	112,493,508	108,889,423	91%	2%
Benefits	37,398,077	37,917,443	42,292,821	38,235,871	37,594,593	38,434,682	90%	2%
Scholarships & Fellowships	20,129,232	20,952,143	22,866,291	18,093,885	21,856,255	18,606,982	79%	-17%
Utilities	28,529	25,847	30,503	22,559	22,349	24,882	74%	1%
Departmental Support Expenses	18,837,499	20,359,894	24,414,694	14,953,752	17,451,841	15,987,318	61%	-14%
Total Expenses	201,239,848	207,540,050	215,690,699	185,724,735	189,418,546	181,943,287	86%	-2%
Physical Facilities								
Salary	15,346,315	15,293,713	16,910,646	12,469,200	12,539,343	12,533,177	74%	-1%
Benefits	5,445,823	5,149,978	6,450,694	4,758,540	4,793,212	5,040,048	74%	-1%
Utilities	12,983,324	12,817,015	13,329,561	9,280,604	10,654,328	10,859,305	70%	-13%
Departmental Support Expenses	(3,778,347)	(4,810,428)	(4,042,799)	(4,077,599)	(3,569,748)	(2,584,949)	101%	14%
Total Expenses	29,997,115	28,450,278	32,648,102	22,430,745	24,417,135	25,847,581	69%	-8%
Other Finance & Business Services Departments								
Salary	8,464,090	9,416,188	10,341,433	8,297,896	7,719,218	6,936,626	80%	7%
Benefits	2,843,728	3,334,250	3,893,631	3,133,343	2,952,364	2,795,573	80%	6%
Departmental Support Expenses	2,190,569	966,663	1,453,750	2,549,776	1,351,682	2,198,555	175%	89%
Total Expenses	13,498,387	13,717,101	15,688,814	13,981,015	12,023,264	11,930,754	89%	16%
Enrollment Management & Student Success								
Salary	7,160,353	7,839,090	9,205,468	6,491,423	6,487,782	5,969,241	71%	0%
Benefits	2,479,666	2,804,825	3,416,501	2,421,603	2,485,224	2,396,369	71%	-3%
Scholarships & Fellowships	88,791,318	98,712,821	116,975,222	113,320,751	97,964,146	88,437,092	97%	16%
Departmental Support Expenses	4,966,507	4,624,542	4,349,781	3,784,900	4,049,276	3,863,119	87%	-7%
Total Expenses	103,397,844	113,981,278	133,946,972	126,018,677	110,986,428	100,665,821	94%	14%

MIAMI UNIVERSITY
Financial Analysis - by Operational Unit (Oxford Campus)
FY2020 / FY2019 / FY2018

	FY2018	FY2019	FY2020	Thru April Year To Date			% of '20 Budget	% Change from '19 YTD
	Year End Actual	Year End Actual	Budget	FY2020	FY2019	FY2018		
President								
Salary	4,515,020	4,693,790	5,417,076	4,424,051	3,916,490	3,772,285	82%	13%
Benefits	1,581,830	1,669,052	2,028,281	1,671,639	1,471,391	1,519,699	82%	14%
Departmental Support Expenses	3,777,969	4,174,574	4,316,976	2,675,386	3,430,243	2,960,669	62%	-22%
Total Expenses	9,874,819	10,537,416	11,762,333	8,771,077	8,818,124	8,252,653	75%	-1%
Student Affairs								
Salary	8,732,695	6,052,876	9,341,329	7,489,404	5,079,522	5,032,513	80%	47%
Benefits	2,009,080	2,019,483	2,470,760	1,960,063	1,909,619	1,957,872	79%	3%
Scholarships & Fellowships	553,998	470,320	648,720	515,826	458,545	547,046	80%	12%
Departmental Support Expenses	(4,231,016)	(2,168,334)	(4,146,349)	(4,170,077)	(1,802,506)	(854,639)	101%	131%
Total Expenses	7,064,757	6,374,345	8,314,460	5,795,216	5,645,180	6,682,792	70%	3%
University Advancement								
Salary	4,714,696	5,296,015	8,867,436	6,613,502	4,370,110	3,907,367	75%	51%
Benefits	1,638,522	1,675,137	3,386,541	2,522,899	1,668,127	1,561,565	74%	51%
Departmental Support Expenses	311,303	267,605	1,416,480	580,466	248,395	282,671	41%	134%
Total Expenses	6,664,521	7,238,757	13,670,457	9,716,867	6,286,632	5,751,603	71%	55%
Information Technology								
Salary	8,022,967	7,941,268	9,596,103	6,262,726	6,643,981	6,743,204	65%	-6%
Benefits	2,784,561	2,604,594	3,684,413	2,401,481	2,552,799	2,726,275	65%	-6%
Departmental Support Expenses	2,564,626	2,985,095	3,417,394	2,623,938	3,006,347	2,977,811	77%	-13%
Total Expenses	13,372,154	13,530,957	16,697,910	11,288,145	12,203,127	12,447,290	68%	-7%
Centrally Budgeted Funds								
Departmental Support Expenses	1,350,677	2,524,069	8,220,314	2,666,560	2,452,126	1,303,178	32%	9%
Total Expenses	1,350,677	2,524,069	8,220,314	2,666,560	2,452,126	1,303,178	32%	9%
Grand Total								
Salary	179,082,941	184,817,663	195,765,881	166,466,871	159,249,954	153,783,836	85%	5%
Benefits	56,181,287	57,174,762	67,623,642	57,105,440	55,427,329	56,432,083	84%	3%
Scholarships & Fellowships	109,474,548	120,135,284	140,490,233	131,930,462	120,278,946	107,591,120	94%	10%
Utilities	13,011,853	12,842,862	13,360,064	9,303,163	10,676,677	10,884,187	70%	-13%
Departmental Support Expenses	24,713,329	25,935,068	34,061,278	18,662,697	21,238,864	26,133,733	55%	-12%
Admin Service Charge	(8,787,536)	(9,201,335)	(10,311,434)	(3,222,289)	(7,667,773)	(7,322,950)	31%	-58%
Multi Year Accounts	3,996,164	2,988,612	5,338,963	2,924,405	5,378,792	2,946,989	55%	-46%
Total Expenses	\$ 377,672,586	\$ 394,692,916	\$ 446,328,627	\$ 383,170,748	\$ 364,582,789	\$ 350,448,998	86%	5%

Note: Excludes Transfers

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2020/FY2019/FY2018

	FY2018 Actual	FY2019 Actual	FY2020 Budget	Through April YTD			FY20 Budget to Actual	% of '20 Budget	% Change from '19 YTD
				FY2020	FY2019	FY2018			
Residence & Dining Halls									
Revenue	110,277,109	115,254,088	131,852,229	107,825,643	115,548,882	111,396,219	(24,026,586)	82%	-7%
General Fee Support	-	-	-	-	-	-	-	0%	0%
Total Sources	110,277,109	115,254,088	131,852,229	107,825,643	115,548,882	111,396,219	(24,026,586)	82%	-7%
Salary	13,836,869	13,558,129	17,069,397	12,815,926	11,205,767	11,404,058	(4,253,471)	75%	13%
Benefits	3,910,901	4,110,196	5,656,925	4,417,109	3,812,072	3,990,403	(1,239,816)	78%	14%
Utilities	6,382,869	6,408,810	7,054,771	4,862,673	5,341,102	5,425,814	(2,192,098)	69%	-10%
Charge Outs	(2,869,051)	(304,553)	(588,654)	(396,641)	(221,342)	(2,548,085)	192,013	67%	44%
Operating Expenses	34,415,008	33,342,778	39,958,210	30,295,445	27,679,372	28,775,264	(9,662,765)	76%	9%
Inventory Purchases	4,393,291	4,006,352	4,865,668	3,343,051	3,662,647	3,980,279	(1,522,617)	69%	-10%
Debt Service	41,597,907	42,391,186	41,858,908	31,440,797	31,831,353	31,259,315	(10,418,111)	75%	-1%
Total Uses	101,667,794	103,512,898	115,875,225	86,778,360	83,310,971	82,287,048	(29,096,865)	75%	4%
Net Before Non-Mandatory Transfers	8,609,315	11,741,190	15,977,004	21,047,283	32,237,911	29,109,171	5,070,279	132%	-53%
Net Transfers	(5,478,456)	(11,661,745)	(15,977,004)	(14,102,824)	(9,502,976)	(4,481,671)	1,874,180	88%	33%
Net Total	3,130,859	79,445	-	6,944,459	22,734,935	24,627,500	6,944,459		-227%
Shriver Center									
Revenue	15,835,073	14,702,961	10,289,440	6,433,015	10,809,495	11,455,615	(3,856,425)	63%	-68%
General Fee Support	923,487	951,755	952,132	644,695	793,130	769,571	(307,437)	68%	-23%
Total Sources	16,758,560	15,654,716	11,241,572	7,077,710	11,602,625	12,225,186	(4,163,862)	63%	-64%
Salary	3,237,648	3,034,395	1,811,848	1,240,629	2,467,796	2,670,086	(571,219)	68%	-99%
Benefits	864,833	803,972	562,290	353,067	760,580	867,472	(209,223)	63%	-115%
Utilities	329,640	256,343	350,548	140,475	227,970	272,167	(210,073)	40%	-62%
Charge Outs	(406,563)	(693,951)	(1,032,364)	(1,022,695)	(614,509)	(254,243)	9,669	99%	40%
Operating Expenses	2,680,015	2,579,117	1,225,422	886,653	1,961,257	2,293,224	(338,769)	72%	-121%
Inventory Purchases	8,655,010	7,506,643	7,710,475	5,435,118	6,385,352	6,543,832	(2,275,357)	70%	-17%
Debt Service	46,852	46,880	46,881	35,192	35,236	35,212	(11,689)	75%	0%
Total Uses	15,407,436	13,533,399	10,675,100	7,068,439	11,223,682	12,427,750	(3,606,661)	66%	-59%
Net Before Non-Mandatory Transfers	1,351,124	2,121,317	566,472	9,271	378,944	(202,564)	(557,201)	2%	-3987%
Net Transfers	(1,629,405)	(1,169,691)	(566,472)	(443,931)	(952,571)	(1,330,961)	122,541	78%	-115%
Net Total	(278,281)	951,625	-	(434,660)	(573,628)	(1,533,525)	(434,660)		-32%

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2020/FY2019/FY2018

	FY2018 Actual	FY2019 Actual	FY2020 Budget	Through April YTD			FY20 Budget to Actual	% of '20 Budget	% Change from '19 YTD
				FY2020	FY2019	FY2018			
<u>Marcum Conference Center</u>									
Revenue	1,442,318	1,428,355	1,520,957	937,435	1,155,607	1,152,883	(583,522)	62%	-23%
General Fee Support	-	-	-	-	-	-	-	0%	0%
Total Sources	1,442,318	1,428,355	1,520,957	937,435	1,155,607	1,152,883	(583,522)	62%	-23%
Salary	454,701	422,577	302,234	251,623	341,764	373,248	(50,611)	83%	-36%
Benefits	113,607	117,221	88,698	75,439	106,545	124,855	(13,259)	85%	-41%
Utilities	149,648	150,965	162,531	106,837	124,407	127,539	(55,694)	66%	-16%
Charge Outs	46,131	28,722	32,865	(44)	28,722	46,131	(32,909)	0%	65377%
Operating Expenses	382,678	363,934	638,791	438,242	284,245	311,580	(200,549)	69%	35%
Inventory Purchases	5,637	8,537	5,628	8,646	4,958	3,492	3,018	154%	43%
Debt Service	-	-	-	-	-	-	-	0%	0%
Total Uses	1,152,402	1,091,956	1,230,747	880,743	890,641	986,845	(350,004)	72%	-1%
Net Before Non-Mandatory Transfers	289,916	336,399	290,210	56,692	264,966	166,038	(233,518)	20%	-367%
Net Transfers	(326,472)	(165,182)	(290,210)	(241,840)	(137,651)	(272,060)	48,370	83%	43%
Net Total	(36,556)	171,217	-	(185,148)	127,315	(106,022)	(185,148)		169%
<u>Intercollegiate Athletics</u>									
Revenue	7,223,469	7,627,686	7,976,430	4,739,116	3,593,520	3,149,395	(3,237,314)	59%	24%
General Fee Support	17,763,652	18,654,753	19,093,317	15,911,099	15,466,516	14,671,371	(3,182,218)	83%	3%
Designated Revenue	805,879	581,185	824,200	687,349	695,706	626,153	(136,851)	83%	-1%
Restricted Revenue	2,328,012	1,766,163	2,172,751	2,657,571	2,182,805	1,931,459	484,820	122%	18%
Total Sources	28,121,012	28,629,787	30,066,698	23,995,135	21,938,547	20,378,378	(6,071,563)	80%	9%
Salary	8,763,986	9,271,499	8,887,833	8,100,905	7,653,935	7,305,390	(786,928)	91%	6%
Benefits	2,939,687	3,107,709	3,318,343	2,931,310	2,842,135	2,853,514	(387,033)	88%	3%
Utilities	4,836	(1,517)	2,500	421	(1,401)	4,205	(2,079)	17%	433%
Charge Outs	(139,306)	(167,213)	-	(128,123)	(5,589)	(28,510)	(128,123)	0%	96%
Operating Expenses	14,775,767	14,932,185	14,811,071	14,172,366	14,974,970	14,935,404	(638,705)	96%	-6%
Inventory Purchases	-	-	-	-	-	-	-	0%	0%
Debt Service	-	-	-	-	-	-	-	0%	0%
Designated Expense	735,643	692,903	824,200	1,185,592	757,092	520,634	361,392	144%	36%
Restricted Expense	2,029,134	1,236,245	2,172,751	1,695,374	1,494,274	932,386	(477,377)	78%	12%
Total Uses	29,109,747	29,071,811	30,016,698	27,957,845	27,715,416	26,523,023	(2,058,853)	93%	1%
Net Before Non-Mandatory Transfers	(988,735)	(442,024)	50,000	(3,962,710)	(5,776,869)	(6,144,645)	(4,012,710)	-7925%	-46%
Net Transfers	757,555	619,960	(50,000)	(38,846)	602,144	571,696	11,154	78%	1650%
Net Total	(231,180)	177,936	-	(4,001,556)	(5,174,725)	(5,572,949)	(4,001,556)		-29%

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2020/FY2019/FY2018

	FY2018 Actual	FY2019 Actual	FY2020 Budget	Through April YTD			FY20 Budget to Actual	% of '20 Budget	% Change from '19 YTD
				FY2020	FY2019	FY2018			
Recreation Center									
Revenue	3,013,758	2,971,633	3,047,645	2,157,072	2,599,394	2,636,069	(890,573)	71%	-21%
General Fee Support	3,848,807	3,928,304	3,881,561	2,628,237	3,273,589	3,207,340	(1,253,324)	68%	-25%
Total Sources	6,862,565	6,899,937	6,929,206	4,785,309	5,872,984	5,843,409	(2,143,897)	69%	-23%
Salary	2,826,216	2,562,853	2,652,407	1,809,449	2,156,248	2,362,850	(842,958)	68%	-19%
Benefits	660,094	550,288	681,247	470,548	549,849	657,129	(210,699)	69%	-17%
Utilities	749,916	708,921	747,269	542,184	605,013	612,832	(205,085)	73%	-12%
Charge Outs	-	(48)	-	(862)	(48)	-	(862)	0%	94%
Operating Expenses	1,346,677	1,500,379	1,615,590	1,453,052	1,237,912	1,128,264	(162,538)	90%	15%
Inventory Purchases	276,142	255,198	230,000	166,060	227,389	229,681	(63,940)	72%	-37%
Debt Service	-	-	-	-	-	-	-	0%	0%
Total Uses	5,859,044	5,577,591	5,926,513	4,440,431	4,776,363	4,990,756	(1,486,082)	75%	-8%
Net Before Non-Mandatory Transfers	1,003,521	1,322,346	1,002,693	344,878	1,096,621	852,653	(657,815)	34%	-218%
Net Transfers	(732,362)	(950,574)	(1,002,693)	(957,182)	(774,805)	(599,459)	45,511	95%	19%
Net Total	271,159	371,772	-	(612,304)	321,816	253,194	(612,304)		153%
Goggin Ice Arena									
Revenue	1,862,814	1,844,163	1,821,240	1,625,855	1,675,073	1,638,262	(195,385)	89%	-3%
General Fee Support	4,322,497	4,370,401	4,437,263	2,985,441	3,642,000	3,946,721	(1,451,822)	67%	-22%
Total Sources	6,185,311	6,214,564	6,258,503	4,611,296	5,317,073	5,584,983	(1,647,207)	74%	-15%
Salary	1,304,892	1,063,317	1,124,310	883,857	888,381	1,107,863	(240,453)	79%	-1%
Benefits	377,936	311,342	360,626	283,913	280,168	387,106	(76,713)	79%	1%
Utilities	1,073,959	1,025,372	943,989	706,487	887,839	898,329	(237,502)	75%	-26%
Charge Outs	-	-	-	-	-	-	-	0%	0%
Operating Expenses	601,219	796,278	906,249	628,004	664,134	490,790	(278,245)	69%	-6%
Inventory Purchases	211,756	224,248	195,000	175,502	183,711	184,876	(19,498)	90%	-5%
Debt Service	1,826,892	1,825,522	1,839,992	1,381,458	1,370,627	1,371,617	(458,534)	75%	1%
Total Uses	5,396,654	5,246,079	5,370,166	4,059,221	4,274,860	4,440,581	(1,310,945)	76%	-5%
Net Before Non-Mandatory Transfers	788,657	968,485	888,337	552,075	1,042,213	1,144,402	(336,262)	62%	-89%
Net Transfers	(551,161)	(800,000)	(888,337)	(785,204)	(456,634)	(448,362)	103,133	88%	42%
Net Total	237,496	168,485	-	(233,129)	585,579	696,040	(233,129)		351%
Student Health Services									
Revenue	3,065,498	2,975,119	3,073,870	2,318,958	2,756,276	2,814,291	(754,912)	75%	-19%
General Fee Support	-	-	-	-	-	-	-	0%	0%
Total Sources	3,065,498	2,975,119	3,073,870	2,318,958	2,756,276	2,814,291	(754,912)	75%	-19%
Salary	651,399	531,573	458,704	374,182	455,968	554,755	(84,522)	82%	-22%
Benefits	216,079	168,361	174,676	138,561	168,400	224,676	(36,115)	79%	-22%
Utilities	12,250	1,885	2,942	524	1,757	10,312	(2,418)	18%	-235%
Charge Outs	-	-	-	-	-	-	-	0%	0%
Operating Expenses	2,567,026	2,310,984	2,437,148	1,596,904	1,841,055	2,143,873	(840,244)	66%	-15%
Inventory Purchases	-	569	400	-	346	-	(400)	0%	0%
Debt Service	-	-	-	-	-	-	-	0%	0%
Total Uses	3,446,755	3,013,372	3,073,870	2,110,171	2,467,526	2,933,616	(963,699)	69%	-17%
Net Before Non-Mandatory Transfers	(381,257)	(38,253)	-	208,787	288,750	(119,325)	208,787	0%	-38%
Net Transfers	(166,474)	28,111	-	-	-	(138,730)	-	0%	0%
Net Total	(547,731)	(10,142)	-	208,787	288,750	(258,055)	208,787		-38%

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2020/FY2019/FY2018

	FY2018 Actual	FY2019 Actual	FY2020 Budget	Through April YTD			FY20 Budget to Actual	% of '20 Budget	% Change from '19 YTD
				FY2020	FY2019	FY2018			
<u>Transportation Services</u>									
Revenue	2,656,984	2,641,218	2,420,000	1,821,124	2,291,853	2,393,968	(598,876)	75%	-26%
General Fee Support	2,567,669	2,585,955	2,657,207	1,819,886	2,154,961	2,533,182	(837,321)	68%	-18%
Total Sources	5,224,653	5,227,173	5,077,207	3,641,010	4,446,814	4,927,150	(1,436,197)	72%	-22%
Salary	221,752	217,458	263,463	157,733	178,305	183,498	(105,730)	60%	-13%
Benefits	69,606	69,530	93,767	59,708	64,139	66,668	(34,059)	64%	-7%
Utilities	-	-	-	-	-	-	-	0%	0%
Charge Outs	(74,823)	(68,375)	(20,000)	(54,931)	(63,439)	(68,368)	(34,931)	275%	-15%
Operating Expenses	2,516,475	2,333,889	2,720,185	1,707,540	1,908,350	1,723,572	(1,012,645)	63%	-12%
Inventory Purchases	-	-	-	-	-	-	-	0%	0%
Debt Service	1,566,244	1,524,074	1,532,588	1,150,882	1,144,385	1,201,468	(381,706)	75%	1%
Total Uses	4,299,253	4,076,576	4,590,003	3,020,932	3,231,740	3,106,838	(1,569,071)	66%	-7%
Net Before Non-Mandatory Transfers	925,400	1,150,597	487,204	620,078	1,215,074	1,820,312	132,874	127%	-96%
Net Transfers	(435,258)	(463,961)	(487,204)	(406,000)	(386,631)	(362,719)	81,204	83%	5%
Net Total	490,142	686,636	-	214,078	828,443	1,457,593	214,078		-287%
<u>Utility Enterprise</u>									
Revenue	-	-	-	-	-	-	-	0%	0%
General Fee Support	-	-	-	-	-	-	-	0%	0%
Total Sources	-	-	-	-	-	-	-	0%	0%
Salary	1,511,017	1,481,032	1,732,255	1,314,519	1,200,811	1,213,918	(417,736)	76%	9%
Benefits	528,650	525,249	660,093	504,684	459,375	488,687	(155,409)	76%	9%
Utilities	9,686,460	9,666,479	10,381,187	6,468,565	7,863,588	7,533,394	(3,912,622)	62%	-22%
Charge Outs	(13,016)	-	(42,000)	(6,475)	-	(12,900)	35,525	15%	100%
Expense Recovery	(23,613,835)	(23,459,653)	(23,548,120)	(16,714,766)	(19,680,959)	(19,692,950)	6,833,354	71%	-18%
Operating Expenses	1,348,048	1,101,461	1,835,380	1,014,186	845,808	1,061,835	(821,194)	55%	17%
Inventory Purchases	-	-	-	-	-	-	-	0%	0%
Debt Service	2,345,921	2,305,610	2,309,864	1,735,795	1,732,238	1,807,645	(574,069)	75%	0%
Total Uses	(8,206,755)	(8,379,822)	(6,671,341)	(5,683,492)	(7,579,139)	(7,600,371)	987,849	85%	-33%
Net Before Non-Mandatory Transfers	8,206,755	8,379,822	6,671,341	5,683,492	7,579,139	7,600,371	(987,849)	85%	-33%
Net Transfers	(6,236,363)	(6,404,334)	(6,671,341)	(5,495,565)	(5,334,372)	(5,200,999)	1,175,776	82%	3%
Net Total	1,970,392	1,975,488	-	187,927	2,244,767	2,399,372	187,927		-1094%

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2020/FY2019/FY2018

	FY2018	FY2019	FY2020	Through April YTD			FY20 Budget to Actual	% of '20 Budget	% Change from '19 YTD
	Actual	Actual	Budget	FY2020	FY2019	FY2018			
Armstrong - Student Affairs									
Revenue	187,793	181,079	176,960	125,701	139,693	122,782	(51,259)	71%	-11%
General Fee Support	5,452,615	5,519,698	5,654,466	4,018,089	4,755,093	5,445,825	(1,636,377)	71%	-18%
Total Sources	5,640,408	5,700,777	5,831,426	4,143,790	4,894,786	5,568,607	(1,687,636)	71%	-18%
Salary	455,320	485,985	570,112	390,719	405,791	377,537	(179,393)	69%	-4%
Benefits	94,348	103,410	110,627	92,100	89,477	85,109	(18,527)	83%	3%
Utilities	378,003	352,454	368,196	247,822	293,438	298,652	(120,374)	67%	-18%
Charge Outs	-	-	-	-	-	-	-	0%	0%
Operating Expenses	763,509	890,961	1,064,930	970,789	781,428	734,317	(94,141)	91%	20%
Inventory Purchases	-	-	-	-	-	-	-	0%	0%
Debt Service	2,450,000	2,450,000	2,450,000	1,966,767	1,837,500	1,837,500	(483,233)	80%	7%
Total Uses	4,141,179	4,282,810	4,563,865	3,668,197	3,407,634	3,333,115	(895,668)	80%	7%
Net Before Non-Mandatory Transfers	1,492,439	1,417,967	1,267,561	475,593	1,487,152	2,235,492	(791,968)	38%	-213%
Net Transfers	(1,159,542)	(1,132,756)	(1,267,561)	(1,244,269)	(1,084,601)	(1,093,557)	23,292	98%	13%
Net Total	332,897	285,211	-	(768,676)	402,551	1,141,935	(768,676)		152%
Miscellaneous Facilities									
Revenue	195,942	148,306	162,100	99,394	92,881	139,210	(62,706)	61%	7%
General Fee Support	1,211,959	1,213,540	312,206	312,206	1,213,540	1,144,705	-	100%	-289%
Total Sources	1,407,901	1,361,846	474,306	411,600	1,306,421	1,283,915	(62,706)	87%	-217%
Salary	70,514	69,336	10,500	21,765	58,773	58,247	11,265	207%	-170%
Benefits	20,940	20,776	179	8,379	19,412	20,256	8,200	4681%	-132%
Utilities	-	-	-	-	-	-	-	0%	0%
Charge Outs	-	-	-	-	-	-	-	0%	0%
Operating Expenses	535,490	159,582	151,422	69,048	95,556	426,005	(82,374)	46%	-38%
Inventory Purchases	-	-	-	-	-	-	-	0%	0%
Debt Service	403,544	405,124	312,206	234,397	304,110	302,919	(77,809)	75%	-30%
Total Uses	1,030,489	654,818	474,307	333,589	477,851	807,427	(140,718)	70%	-43%
Net Before Non-Mandatory Transfers	377,412	707,028	(1)	78,011	828,570	476,488	78,012	-7801100%	-962%
Net Transfers	(508,355)	(795,876)	-	-	(795,876)	(100,211)	-	0%	0%
Net Total	(130,943)	(88,848)	(1)	78,011	32,694	376,277	78,012		58%

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2020/FY2019/FY2018

	FY2018	FY2019	FY2020	Through April YTD			FY20 Budget to Actual	% of '20 Budget	% Change from '19 YTD
	Actual	Actual	Budget	FY2020	FY2019	FY2018			
Total Auxiliary									
Revenue	145,760,758	149,774,608	162,340,871	128,083,313	140,662,674	136,898,694	(34,257,558)	79%	-10%
General Fee Support	36,083,896	37,224,406	36,988,152	28,319,653	31,298,829	31,718,715	(8,668,499)	77%	-11%
Designated Revenue	805,879	581,185	824,200	687,349	695,706	626,153	(136,851)	83%	-1%
Restricted Revenue	2,328,012	1,766,163	2,172,751	2,657,571	2,182,805	1,931,459	484,820	122%	18%
Total Sources	184,978,545	189,346,362	202,325,974	159,747,886	174,840,015	171,175,021	(42,578,088)	79%	-9%
Salary	33,334,314	32,698,154	34,883,063	27,361,307	27,013,539	27,611,450	(7,521,756)	78%	1%
Benefits	9,796,681	9,888,054	11,707,471	9,334,818	9,152,152	9,765,875	(2,372,653)	80%	2%
Utilities	18,767,581	18,569,712	20,013,933	13,075,988	15,343,713	15,183,244	(6,937,945)	65%	-17%
Charge Outs	(3,456,628)	(1,205,418)	(1,650,153)	(1,609,771)	(876,205)	(2,865,975)	40,382	98%	46%
Expense Recovery	(23,613,835)	(23,459,653)	(23,548,120)	(16,714,766)	(19,680,959)	(19,692,950)	6,833,354	71%	-18%
Operating Expenses	61,931,912	60,311,548	67,364,398	53,232,229	52,274,087	54,024,128	(14,132,169)	79%	2%
Inventory Purchases	13,541,836	12,001,547	13,007,171	9,128,377	10,464,403	10,942,160	(3,878,794)	70%	-15%
Debt Service	50,237,360	50,948,396	50,350,439	37,945,288	38,255,449	37,815,676	(12,405,151)	75%	-1%
Designated Expense	735,643	692,903	824,200	1,185,592	757,092	520,634	361,392	144%	36%
Restricted Expense	2,029,134	1,236,245	2,172,751	1,695,374	1,494,274	932,386	(477,377)	78%	12%
Total Uses	163,303,998	161,681,488	175,125,153	134,634,436	134,197,544	134,236,628	(40,490,717)	77%	0%
Net Before Non-Mandatory Transfers	21,674,547	27,664,874	27,200,821	25,113,450	40,642,470	36,938,393	(2,087,371)	92%	-62%
Net Transfers	(16,466,293)	(22,896,048)	(27,200,822)	(23,715,661)	(18,823,973)	(13,457,033)	3,485,161	87%	21%
Net Total	5,208,254	4,768,825	(1)	1,397,789	21,818,497	23,481,360	1,397,790		-1461%

Reporting Update

Item 1

To: Finance and Audit Committee



From: Barbara K. Jena, Chief Audit Officer

Subject: **Internal Audit & Consulting Services** - Report to the Finance and Audit Committee

Date: June 5, 2020

Internal Audit and Consulting Services (IACS) FY 2020 audit activities, staffing, and budget

The audit plan for FY 2020 has been largely accomplished. A report summarizing audit results through early June is attached on pages 3 - 5. The following are highlighted:

- **Audit of Fundraising Amounts** – IACS performed an audit of fundraising amounts reported by University Advancement (UA) to the Finance and Audit Committee. There were four recommendations for improvement, as summarized in the attached Open Internal Audit Issues. UA management is currently working with the Foundation Board of Directors and the University Board of Trustees on a process by which exceptions to the CASE Reporting Standards and Management Guidelines can be formally approved and therefore, included in annual fundraising reports and results.
- **Residency Reclassification Audit** - This audit scope covered twenty student applications for reclassification as an Ohio resident for tuition purposes effective the past fall semester. Management agreed with IACS's three recommendations to improve internal controls. Changes include One Stop Services updating their website and internal procedures to display the eligibility criteria for reclassifications properly.
- **Locally Administered Capital Projects Audit** - IACS determined that the University materially complied with the applicable Ohio Revised Code regulations and used its certification appropriately while locally administering the Pearson Hall capital project. In addition, a Lean team was assembled to evaluate the current process for the biennial audits, identify waste and idle time, and develop an improved process. The new process utilizes eBuilder, a construction management software, as the repository system to facilitate timely access to audit related documents. The team also created a documentation matrix to provide references for all stakeholders on the applicable statutes, audit criteria, contact points, and document locations in eBuilder. It is expected that the number of hours to complete future audits will be significantly reduced.

IACS is currently staffed with two staff auditors and myself. The student internal auditors have not worked since March 2020. This is when IACS reprioritized some focus areas due to the COVID-19 state of emergency. Instead of our student internal auditors performing monthly analysis of procurement card spending, a full-time auditor is reviewing weekly activity for any unusual spending and fluctuations. A macro was created to speed the analysis. This is to help management decide if actions are needed to further control spending with procurement cards during the state of emergency.

Personnel costs account for \$396K, or 94% of the budget. Costs for FY 2020 are running under budget.

Internal Audit issues log

The following table summarizes changes since the 11/2019 report to the Finance and Audit Committee. The report on pages 6 – 11 lists all open audit issues (including those from prior years), and is sorted

high to low by risk level. The person responsible for addressing each issue is identified, along with an estimated percentage of completion. Where 99%, IACS will schedule a follow-up audit to verify appropriate action has been taken to close the issue. Three of the four added high-risk issues pertain to the Audit of Fundraising Amounts discussed above. The fourth pertains to the Residency Reclassification Audit also discussed above. The three issues closed since 11/2019 are found on page 12. The high-risk issue that was closed pertains to the outsourced IT vulnerability assessment.

Audit Issue Status

Risk Level	Open audit issues 11/15/2019	Added	Closed	Open audit issues 6/5/2020
High	3	4	1	6
Moderate	8	3	1	10
Low	4	0	1	3
Total	15	7	3	19

Attachments

Internal Audit and Consulting Services
FY 2020 Plan Versus Actual

ID	Division	Audit Project	Status	Audit Results
176	Academic Affairs	Psychology Department P-Card Audit	Completed	<p>IACS issued this audit report in 7/2019 recommending management strengthen internal control oversight of P-Card expenditures by reviewing transactions for compliance prior to approval. Special attention should be given to preventing, detecting and correcting the following violations:</p> <ul style="list-style-type: none"> a. Personal purchases made with P-Cards b. Inappropriate hosting of University employees c. Equipment and office supplies purchased with P-Cards, rather than Buyway d. Insufficient and incorrect transaction notes for P-Card reconciliations <p>By complying with University policies, costs will be reduced, the risk of unallowable or inappropriate purchases will be reduced, and internal control will be strengthened.</p>
176A	Academic Affairs	Psychology Department P-Card Audit Follow-up Audit	Completed	IACS completed a follow-up of the 7/2019 Audit of the Department of Psychology P-Cards. Psychology management has strengthened internal control over P-Card expenditures and expense reporting. The four areas where noncompliance was noted were reviewed and it appears appropriate action has been taken to resolve each of the issues. Comment closed 4/2/2020.
184	Academic Affairs	Consultant Payments	Completed	In response to a request from the Provost's Office, IACS completed an audit in July 2019 of Miami University's payments to a consultant. Two recommendations for improvement were made regarding 1.) the need to process Purchase Orders where appropriate, and review receipts before approving payments; and 2) ensure compliance with MU's P-Card and travel policies and procedures. Management concurred.
162A	Enrollment Mgt & SS	Tuition Promise Follow-up Audit	Completed	IACS completed two follow-ups of the 4/2019 Audit of the MU Tuition Promise Program. One issue was closed 11/2019 and the other issue was closed 6/2020. Management has taken appropriate action to fully address the audit recommendations.
170A	Enrollment Mgt & SS	Admissions P-Card and Travel Audit Follow-up Audit	Completed	<p>IACS completed a follow-up audit of the 12/2018 Audit of Office of Admission P-Card Expenditures. One issue was closed related to contacting HR to consider appropriate disciplinary action and repayment for personal purchases and inappropriate claims for per diem. The other issue remains open with one point outstanding related to hosting costs exceeding policy limits.</p> <p>IACS completed a second follow-up audit 4/2020 to determine whether the remaining point (hosting meals exceeding policy limits and lacking required documentation) has been addressed. This remains an ongoing issue. IACS will perform another follow-up after the Director of Admission is confident that this ongoing issue has been addressed.</p>
178	Enrollment Mgt & SS	Residency Reclassification Audit	Completed	IACS completed an audit of residency reclassification. This audit scope covered twenty student applications for reclassification as an Ohio resident for tuition purposes effective the past fall semester. Management agreed with IACS's three recommendations to improve internal controls. Changes include One Stop Services updating their website and internal procedures to display the eligibility criteria for reclassifications properly.
185	Enrollment Mgt & SS	Special Admit Process	Completed	IACS reviewed the process used by the Office of Admission in granting special admit status to undergraduates. A report was issued August 2019 that included three recommendations for improvement. Management concurred.
155A	Finance & Bus. Svc.	ACH Fraud - Follow-up Audit	Completed	IACS completed three additional follow-ups of the 9/2017 ACH fraud investigative audit. Progress has been made to reduce the Accounts Payable segregation of duties issue from 14 to 1 staff member still needing to have duties segregated. The Controller plans to resolve this by 6/30/20.
165A	Finance & Bus. Svc.	Health Services Accounting Follow-up Audit	Completed	IACS completed a follow-up audit 8/2019. Both issues that arose in the 8/2018 audit remain open. Unreconciled differences remain and are growing with MU showing a greater accounts receivable due from TriHealth than TriHealth shows. The Controller has been in touch with the AVP of Health & Wellness to address on-going concerns in this area.

Internal Audit and Consulting Services
FY 2020 Plan Versus Actual

ID	Division	Audit Project	Status	Audit Results
175	Finance & Bus. Svc.	Locally Admin. Capital Projects Audit - Pearson Hall	Completed	IACS completed a compliance audit of locally administered capital projects, which focused on the multi-phased Pearson Hall renovation project. The audit covered the Concept Development, Procurement, Design, and Construction stages of the project. IACS determined that the University materially complied with ORC Chapters 9, 123, and 153, and used its certification issued under ORC 123.24 appropriately while locally administering the Pearson Hall capital project.
180A	Finance & Bus. Svc.	Physical Inventory Audit - Campus Services Follow-up Audit	Completed	IACS met with the Executive Director of Campus Services in 9/2019. He stated that there have been delays in addressing this 9/2018 issue due to turnover and implementing a new inventory management system for the markets (convenience stores) on the Oxford campus. Plans are to also implement inventory control in the dining halls and have similar procedures for all units holding inventory for resale. The new target completion date was 12/2019. IACS issued a follow-up report in 5/2020. This issue remains open. A 4/2020 incident, as described in the report, provides further evidence that procedures are not in place and management oversight is lacking. This report was shared with the Assistant Controller of Shared Accounting & Financial Services and the Chief Accounting Officer who both agreed and have plans to improve processes going forward.
186	Finance & Bus. Svc.	Lean Project - Audits of Locally Administered Capital Projects	Completed	IACS performs biennial compliance audits of the University's locally administered capital projects pursuant to the Ohio Revised Code. In late 2019, a Lean team was assembled to evaluate the current process for the biennial audits, identify waste and idle time, and develop an improved process. The new process utilizes eBuilder, a construction management software, as the repository system to facilitate timely access to audit related documents. The team also created a documentation matrix to provide references for all stakeholders on the applicable statutes, audit criteria, contact points, and document locations in eBuilder. It is expected that the number of hours to complete future audits will be significantly reduced.
188	Finance & Bus. Svc.	Clery Act Crime and Fire Statistics - CY18 Agreed-upon Procedures	Completed	Internal Audit & Consulting Services performed annual agreed-upon procedures to review Miami University's annual security and fire safety report statistics for calendar year 2018. Fire statistics and fire safety data were added to the procedures for 2018. No exceptions were noted from performing these procedures.
187	Intercollegiate Athletics	ICA football attendance FY20 agreed-upon procedures	Completed	Internal Audit and Consulting Services (IACS) performed agreed-upon procedures to review paid attendance for 2019 home football games. The objective of the review was to verify the attendance figures provided by Intercollegiate Athletics (ICA) for NCAA reporting. IACS verified the total paid attendance figure provided by ICA of 75,374 was calculated in accordance with NCAA criteria. The five-game average of 15,075 per game meets the NCAA two-year rolling basis requirement.
174A	IT Services	NuPark Web Application - Follow-up Audit	Completed	IACS completed a follow-up review 12/2019. The vendor engaged a third party Qualified Security Assessor to validate that the found vulnerabilities have been corrected. IT Services received a copy of the Attestation of Scan Compliance dated 12/3/2019 and the audit issue was closed 12/10/2019.
181	Student Life	VAWA Required Notifications - Agreed-upon Procedures CY18	Completed	IACS performed a review to verify required notifications were sent by the Office of Community Standards in the Student Life division. The notifications were sent; however, some exceptions were noted in the content of the letters. Community Standards management stated that they have or will implement corrective actions to address the findings going forward. IACS will review again next year to follow-up.
189	University Advancement	Fundraising Amounts	Completed	IACS performed an audit of fundraising amounts reported by University Advancement (UA) to the Finance and Audit Committee. There were four recommendations for improvement, as summarized in the attached Open Internal Audit Issues. UA management is currently working with the Foundation Board of Directors and the University Board of Trustees on a process by which exceptions to the CASE Reporting Standards and Management Guidelines can be formally approved and therefore, included in annual fundraising reports and results.





Internal Audit and Consulting Services
FY 2020 Plan Versus Actual

ID	Division	Audit Project	Status	Audit Results
147	University Advancement	Compliance with Donor Restrictions	Added & Completed	IACS audited restricted gift funds, excluding student financial aid. FY19 expenditures were tested for compliance with donor restrictions and University policies and procedures. Two issues surfaced related to not following University policies and procedures. Both issues have been addressed.
192	Finance & Bus. Svc.	Vendor Audit	In process	IACS is in fieldwork phase of the audit and is using data analytics software to identify potential conflicts of interest between employees and vendors and evaluate associated internal controls.
191	IT Services	Payment Card Industry Compliance Audit	In process	The PCI Data Security Standard (PCI DSS) applies to all entities that store, process, and/or transmit cardholder data. It covers technical and operational system components included in or connected to cardholder data. IACS is in fieldwork phase of the audit and is reviewing IT Services documents to evaluate the adequacy and effectiveness of the associated internal controls, including compliance with the PCI DSS.
58	University-wide	Enterprise Risk Assessment	In process	The Chief Audit Officer is working with General Counsel and senior management to update the ERA for MU. Impacts from the COVID-19 pandemic and current events under review.
152	Finance & Bus. Svc.	Uniform Guidance	Delayed	This audit has been postponed due to an expanded audit of University-wide P-Card expenditures.
172	Finance & Bus. Svc.	Miscellaneous Accounts Receivable Audit	Delayed	This audit has been postponed due to an expanded audit of University-wide P-Card expenditures.
190	Finance & Bus. Svc.	Cash Receiving and Depositing Audit	Delayed	This audit has been postponed due to an added audit of compliance with donor restrictions.
88	Finance & Bus. Svc.	External Audit Coordination	On-going	IACS provides the external auditors with copies of all final internal audit reports. Audit coverage performed by RSM is taken into consideration in IACS's risk analysis and development of the internal audit plan.
173A	IT Services	Compliance with Vulnerability Management Standard - Follow-up Audit	On-going	IACS meets monthly with the CISO to monitor actions being taken to address this ongoing open audit issue. Vulnerabilities to IT risk exposures should be resolved within the 30-day standard.
80	IT Services	Consulting - IT	On-going	The Chief Audit Officer meets at least monthly with the Assistant VP for Security, Compliance and Risk Mgt and CISO, as well as the Assistant VP & FBS CIO. This coordination facilitates internal audits in the IT area and helps with IT risk assessment.
160	University-wide	P-Card Continuous Monitoring	On-going	IACS is reprioritizing internal audit focus areas due to the COVID-19 state of emergency. Instead of our student internal auditors performing monthly analysis of procurement card spending, a full time auditor is reviewing weekly activity for any unusual spending and fluctuations. A macro was created to speed up the analysis. This is to help management decide if actions are needed to further control spending with procurement cards during the state of emergency.
46	University-wide	Lean Consulting Services	On-going	IACS's Senior Associate Auditor serves as Senior Department Lean Leader for Finance & Business Services departments including Strategic Procurement, Office of the Controller, Treasury Services, FBS IT, Budget Office, and IACS. In this role, he facilitates the achievement of departmental Lean goals by coordinating Lean projects for successful completion, and through the Lean Certification Program, helps recruit and develop leaders who can sustain a Lean continuous improvement culture at Miami.
79	University-wide	EthicsPoint Reporting System with General Counsel	On-going	The Chief Audit Officer works with General Counsel to address reports submitted through the University's confidential reporting system. General Counsel resolves reports and the Chief Audit Officer reviews and closes reports.

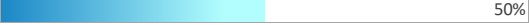



Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
1	150.3 - Audit of Pledge Financial Accounting - 5/2017	5/26/2017	7/31/2020	High	Finance & Business Services	<p>To increase reporting transparency, IACS recommends that Treasury Services work with University Advancement to prepare annual reconciliations between published financial reports and fundraising totals reported by University Advancement. Reconciliations should be prepared for both MU and MUF and address the following components:</p> <p>a. Revenue - gift revenue in the published financial reports to University Advancement's fundraising attainment (i.e., new pledges plus new outright gifts) in the fiscal year.</p> <p>b. Pledges receivable - pledges receivable in the published financial reports to University Advancement's pledges outstanding balance at fiscal year-end.</p>	Bruce Guiot, Associate Treasurer/CFO MU Foundation	<p>In a 5/2020 status update, the Associate Treasurer/CFO MU Foundation stated, "We have resolved previous reconciliation process issues and have created a process in which transactions in Banner are reviewed weekly, and then monthly reconciled cumulatively from the beginning of the fiscal year. The full fiscal year reconciliation will be performed in July."</p>
95%								
2	173.1 - Compliance with the Vulnerability Management Standard - 3/2019	3/12/2019	12/31/2020	High	IT Services	IACS recommends the Information Security team strengthen analysis and follow-up of cases where remediation is not taking place in accordance with the 30-day standard. Consequences of noncompliance should be re-evaluated to address problem areas.	John Virden, Asst VP for Security, Compliance and Risk Mgt and CISO	<p>Management concurred and has provided regular status updates. In a 5/18/2020 update, management stated, "The new scanning software has been deployed in production. Continuing to make operational and technical improvements. Implementation continues but encountering technical delays due to budget cuts resulting in a switch to open source application solution. Progress also slowed due to remote work transition and abundance of cybersecurity incident investigations. Currently conducting scans on high value assets while we revisit the vulnerability management solution."</p>
90%								
3	189.1 - Audit of Fundraising Amounts - 3/2020	3/2/2020	6/30/2020	High	University Advancement	IACS recommends the full amount of the \$5,693,206 transaction reported in FY19, for use of software licenses FY14 through FY19, be reversed and excluded from fundraising totals. In addition, IACS recommends that University Advancement consistently follow the CASE Reporting Standards.	Brad Bundy, Senior Associate VP for University Advancement	<p>University Advancement management agreed with the first part of the recommendation by stating in their 5/18/2020 update, "University Advancement has removed the software licenses transaction amounting to \$5,693,206 reported in FY19 fundraising totals. And, all future reporting of FY19 results will reflect the removal of this gift. 100% complete."</p> <p>UA is in process of addressing the second part of the recommendation in which IACS recommends that University Advancement consistently follow the CASE Reporting Standards. This will be addressed in conjunction with IACS's recommendation (189.2) pertaining to CASE Guidelines, where management provided the following 5/18/2020 update: "UA Management had not established a formal internal process for approving such exceptions to CASE when campaign counting began in 2016. UA Management is currently working with the Foundation Board of Directors and the University Board of Trustees on a process by which exceptions to CASE can be formally approved and therefore included in annual fundraising reports and results. This new approval process is scheduled to be discussed and approved by both governing boards by June 30, 2020. This process is 95% completed."</p> <p>IACS will schedule a follow-up audit in FY 2021 to verify appropriate action has been taken to close this issue.</p>
95%								

Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
4	189.2 - Audit of Fundraising Amounts - 3/2020	3/2/2020	6/30/2020	High	University Advancement	IACS recommends that where CASE guidelines are not followed, alternative guidelines be documented and approved by the MU and MUF Boards or appropriate governance committees. This would increase transparency of exceptions made to the CASE guidelines, such as recording pledges exceeding payment periods of five years.	Brad Bundy, Senior Associate VP for University Advancement	<p>University Advancement management provided the following 5/18/2020 update: "UA Management had not established a formal internal process for approving such exceptions to CASE when campaign counting began in 2016. UA Management is currently working with the Foundation Board of Directors and the University Board of Trustees on a process by which exceptions to CASE can be formally approved and therefore included in annual fundraising reports and results. This new approval process is scheduled to be discussed and approved by both governing boards by June 30, 2020. This process is 95% completed."</p> <p>These actions appear responsive to the audit recommendation. IACS will schedule a follow-up audit in FY 2021 to verify appropriate action has been taken to close this issue.</p>  95%
5	189.3 - Audit of Fundraising Amounts - 3/2020	3/2/2020	6/30/2020	High	University Advancement	IACS recommends UA's reports to the Finance and Audit Committee include additional data analysis, such as fundraising amounts by gift type. In addition, both face and present values should be shown for bequests and other planned gifts, which have inherent uncertainty of timing of realization. By providing such additional information, UA's reporting would become more transparent.	Brad Bundy, Senior Associate VP for University Advancement	<p>University Advancement management agreed with this recommendation and provided the following 5/18/2020 update: "UA Management and UA IT have collaborated to create a report that breaks out giving by Gift Type as well as Face and Present Value of Bequests. This step is 100% complete."</p> <p>This is shown at 99% complete until IACS performs a follow-up audit in FY 2021 to verify appropriate action has been taken to close the issue.</p>  99%
6	178.1 - Audit of Residency Reclassification - 6/2020	6/3/2020	9/7/2020	High	Enrollment Mgt & SS	IACS recommends One Stop Services implement procedures for reclassifying non-resident students as Ohio residents for tuition purposes in accordance with Ohio Administrative Code 3333-1-10 section (F)(4). Due to the significant financial impact, additional procedures should be added to require secondary, higher level review and approval prior to reclassifying a student as a resident in Banner.	Dawn White, Director of One Stop Services	<p>Management concurred stating, "The One Stop agrees with the recommendation given. Our website and internal procedures will be updated to properly display the eligibility criteria for reclassifications. Updates will be completed within 90 days. While our internal quarterly audit reviews will continue, a secondary approval (by the Director of the One Stop) process will be put in place for any approved reclassifications."</p>  10%
7	155.2 - ACH Fraud Investigation - 9/2017	9/13/2017	6/30/2020	Moderate	Finance & Business Services	<p>IACS recommends the Controller strengthen segregation of duties by taking the following actions:</p> <p>a. Segregate staff duties between vendor setup and vendor payment. Employees who are assigned responsibilities in the vendor setup process should be limited to Query rights to any related system interfaces in the vendor payment process, and vice versa.</p> <p>b. Implement an effective mitigating control in the case of wire transfers, where vendor setup may not be segregated from vendor payment in the Western Union Global Pay system. To ensure the accuracy and legitimacy of wire payment orders, the approver should match the payment information in Global Pay with the corresponding approved Buyway invoice.</p>	Gary Cornett, Controller	<p>This is an ongoing issue from 9/2017. Originally, issues concerning segregation of duties were a problem for 14 staff. As of 5/28/2020, the Controller reported that one staff member lacks segregation of duties between vendor setup and vendor payment. He stated, "By June 30, 2020, we will resolve the issues with (this staff member) and make sure duties across A/P are appropriately segregated. Supplemental controls regarding preparing the report of monthly vendor adds will continue to be prepared and reviewed by me to look for unusual companies, names, quantity of adds, etc. and determine overall reasonableness. To date, vendors added have been reviewed and deemed reasonable under those reviews."</p>  95%

Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
8	165.1 - Audit of Health Services Accounting	8/1/2018	12/31/2019	Moderate	Finance & Business Services	Perform monthly accounts receivable reconciliations. The Controller's Office should assign responsibility for reconciling the TriHealth accounts receivable balance on a monthly basis. Doing so will improve the reliability of financial information and compliance with University procedures.	Tim Kresse, Director of Student Affairs Budget and Technology; Linda Manley, Assistant Controller	This is an ongoing issue from 8/2018. As of 5/28/2020, the Assistant Controller is still reconciling SHS on a monthly basis; however, the daily reconciliations by the Director of Budget and Technology (Division of Student Life) have not been completed to date. Until daily reconciliations are resolved, monthly accounts receivable reconciliations cannot be completely accurate. Jayne Brownell, VP for Student Life, and Gary Cornett, Controller, will be discussing this as soon as possible and can provide an update.  50%
9	165.2 - Audit of Health Services Accounting	8/1/2018	6/30/2020	Moderate	Finance and Business Services	Implement procedures requiring approval of large billing adjustments. The Controller's Office should work with Student Affairs to implement procedures requiring approval of large billing adjustments prior to booking such journal vouchers. Amounts considered large and who should approve within Student Affairs senior management (Assistant VP for Student Wellness or Director of Budget and Technology) should be predetermined.	Tim Kresse, Director of Student Affairs Budget and Technology; Linda Manley, Assistant Controller	This is an ongoing issue from 8/2018. As of 5/28/2020, the approval procedures are still not consistent. The Assistant Controller has asked the Director of Budget and Technology (Division of Student Life) to save the signed adjustment approvals in the same location on the network where all the other documentation is stored. Jayne Brownell, VP for Student Life, and Gary Cornett, Controller, will be discussing this as soon as possible and can provide an update.  75%
10	180.1 - Campus Services Physical Inventory - 9/2018	9/6/2018	7/15/2020	Moderate	Finance & Business Services	IACS recommends Campus Services management establish a comprehensive physical inventory count process for Campus Services units holding inventory for resale. An overall framework of the process should be established for Campus Services, and be adapted to the various inventory types and needs of each unit to eliminate gaps in current processes. Particular attention should be made to comparing count results to recorded quantities on-hand and researching discrepancies prior to approving on-hand balance adjustments. Subsequently, corrective actions should be taken to prevent any errors in the future. The framework and associated policy and procedures should be formally documented, communicated to the necessary parties, and reviewed for execution. Management should also consult with the Office of the Controller to ensure the established process meets the guidelines and requirements for fiscal year-end inventory reporting. 5/1/2020 added recommendation: Cost of goods sold (COGS) and gross profit margins should be analyzed in comparison to prior years by Campus Services management and reported to General Accounting. A second person should verify the amounts to be reported to General Accounting are accurate and agree with source documents. Prior to booking inventory adjustments, explanations for significant fluctuations should be verified by General Accounting by reviewing source documents.	Geno Svec, Executive Director Campus Services	This issue remains open as reported in IACS's 5/1/2020 follow-up audit report. An 4/2020 incident, as described in the follow-up report, provides further evidence that procedures are not in place and management oversight is lacking. Kerin Banfield (Assistant Controller of Shared Accounting & Financial Services) and Jennifer Morrison (Chief Accounting Officer) agreed and have plans to improve processes going forward.  55%
11	185.1 - Review of the Special Admit Process	8/15/2019	12/31/2020	Moderate	Enrollment Mgt & SS	IACS recommends that Admission have ICA coaches submit a list to Admission of students they request be granted special admit status, should the students not be regularly admitted. Admission should then work with the Associate Athletics Director for Academics and Compliance in reaching a final decision of which students will be granted special admit status. Admission should also communicate with the CCA academic liaison to identify which students were granted special admit status.	Brent Shock, Assoc VP Std Enrl Services	Brent Shock agreed and (in a 6/3/2020 status update) stated, "Admission worked closely with CCA and ICA. Each department had only one special admit for fall 2020." IACS will schedule a follow-up audit in FY21 to verify that appropriate action has been taken to resolve the issue.  99%

Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
12	185.2 - Review of the Special Admit Process	8/15/2019	12/31/2020	Moderate	Enrollment Mgt & SS	IACS recommends Admission evaluate the maximums of 60 ICA and 30 CCA special admits for appropriateness, given the maximums are never reached.	Brent Shock, Assoc VP Std Enrl Services	Brent Shock agreed and (in a 6/3/2020 status update) stated, "Admission agreed with the maximums set. Only 1 special admit for CCA and ICA each were granted for fall 2020." IACS will schedule a follow-up audit in FY21 to verify that appropriate action has been taken to resolve the issue.
99%								
13	185.3 - Review of the Special Admit Process	8/15/2019	12/31/2020	Moderate	Enrollment Mgt & SS	IACS recommends that EMSS put a process in place to address CCA students granted special admit status who want to change majors prior to completing their one-year commitment. The student should be required to first meet and discuss the request to change majors with the CCA departmental chair. This would give the chair the opportunity to query the student.	Brent Shock, Assoc VP Std Enrl Services	Brent Shock agreed and (in a 6/3/2020 status update) stated, "EMSS and Admission, working closely with the CCA, will monitor the major of the student. Status complete will change to 100% after the year is complete." IACS will schedule a follow-up audit in FY21 to verify that appropriate action has been taken to resolve the issue.
90%								
14	189.4 - Audit of Fundraising Amounts - 3/2020	3/2/2020	10/31/2020	Moderate	University Advancement	Complete three other actions currently in process to strengthen internal controls. A. Save reports detailing the components of fiscal year-to-date fundraising amounts reported at Finance and Audit Committee meetings. B. Systematically (rather than manually) reduce reports for quid pro quo benefits received. C. Finalize a gift acceptance policy.	Brad Bundy, Senior Associate VP for University Advancement	University Advancement management agreed with all three recommendations and provided the following 5/18/2020 update: A. "UA Management has created a "snapshot" of fundraising results that will allow for a comparison at any time of the performance that existed at the end of each fiscal and calendar year. This step is 100% complete." B. "The corrective actions needed related to the revenue overstatement/ quid pro quo benefits that were inadvertently attached to donor records will be systematically corrected effective July 1, 2020; UA continues to work with IT to make this process an automatic report through BI. This step is 30% complete. UA will manually reduce revenue as of June 30, 2020 to account for the benefit overstatement pending the automated corrections." C. "A Gift Acceptance Policy has been drafted with the assistance of MUF outside legal counsel, Ice Miller. Review and approval of the Policies is on the MUF Governance Committee agenda for June 24, 2020. Management feels this should be adopted no later than its October, 2020 meeting. 85% complete."
70%								
15	178.2 - Audit of Residency Reclassification - 6/2020	6/3/2020	12/31/2020	Moderate	Enrollment Mgt & SS	To protect, manage, secure, and control confidential information collected with residency reclassification applications, IACS recommends One Stop Services work with the University's Information Security Officer to obtain an approved security plan.	Dawn White, Director of One Stop Services	Management concurred stating, "The One Stop agrees with the recommendation given. The One Stop will work with the University's Information Security Officer for security recommendations. Within 30 days of our return to campus, One Stop will contact ITS to request the audit. Action and timeframe to complete the audit will be determined by ITS. Note that EMSS uses only ERP systems installed by ITS, and these ERP systems are used by all administrative offices across campus. EMSS assumes that ITS is properly configuring systems for maximum security protections. All processing actions by the One Stop mirrors the processing of all other administrative offices across Miami's campuses. EMSS and the One Stop was not aware the MUPIM Confidential Information Policy was amended to require a security plan and written consent of the Information Security Officer be obtained prior to collecting social security numbers, which were never required for appeal processing, though sometimes included by the applicant when certain tax forms were submitted."
10%								

Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
16	178.3 - Audit of Residency Reclassification - 6/2020	6/3/2020	9/7/2020	Moderate	Enrollment Mgt & SS	IACS recommends One Stop Services strengthen related internal controls, as further discussed below. a. Enforce deadline requirements consistently. b. Require official IRS tax return transcripts when such information is necessary. c. Update the One Stop Services' website, application form, and procedures to reflect any changes.	Dawn White, Director of One Stop Services	<p>Management concurred stating, "Response – a. Enforce deadline requirements consistently The One Stop agrees with the recommendation given, with the exception of applications received from military affiliated students (including veteran students), as required by federal VA processing rules. Our website will be updated to advise both application and supporting documentation must be submitted by deadlines established for a review to be completed. Revision will be completed on the website within 90 days. Internal policies will be updated noting the exception for military affiliated students, as federal rules state universities may not be approved for Post-9/11 GI Bill and Montgomery GI Bill benefits if they do not assess instate tuition and fees.</p> <p>Response – b. Require official IRS tax return transcripts when such information is necessary The One Stop agrees with the recommendation given. Our website will be updated for the sections in which tax information is required for application review. Updates will be completed within 90 days. Our internal procedures will be revised to include the exceptions in which paper tax return records will be accepted such as occasions where IRS site unavailable, etc.)</p> <p>Response – c. Update the One Stop Services' website, application form, and procedures to reflect any changes The One Stop agrees with the recommendation given. Our website will be updated within 90 days. Revision of the residency website has begun and will reach completion to include audit recommendations."</p> <p style="text-align: right;">10%</p>
17	170.1 - Audit of Office of Admission P-Card Expenditures - 12/2018	12/5/2018	7/31/2020	Low	Enrollment Management and Student Success	IACS recommends management continue to strengthen internal control oversight of P-Card expenditures and expense reporting by reviewing expenditures for compliance prior to approval. Special attention should be given to detecting and correcting the following violations: a. Personal purchases made with P-Cards b. Inappropriate claims for per diem c. Unallowable purchases of trip insurance d. Unallowable purchases of premium airfare and seat upgrades e. Missing receipts f. Split transactions used to bypass the single P-Card transaction limit of \$1,500 g. Hosting meals exceeding limits and lacking required documentation h. Sales tax paid in tax-exempt states i. Office supplies purchased with P-Cards, rather than Buyway j. P-Cards used for on-campus purchases k. Office of Strategic Procurement not notified of recurring purchases	Bethany Perkins, Director of Admission	<p>IACS completed a second follow-up audit 4/2020 to determine whether the remaining point (hosting meals exceeding policy limits and lacking required documentation) has been addressed. Four hosting meals were noted during the period 8/1/2019 through 1/31/2020 (for Redbrick Roadshow events) that exceeded the dinner limit of \$70 per person, including gratuity and/or tax. Exceptions to the policy limit may be made only with vice presidential approval. In addition, all twelve samples had incomplete transaction notes, mostly lacking the "where" and "when". As such, point "g" remains open. IACS will perform another follow-up after the Director of Admission is confident that this ongoing issue has been addressed.</p> <p style="text-align: right;">90%</p>

Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
18	184.1 - Audit of Payments to LevinThor, LLC - 7/2019	7/16/2019	6/30/2020	Low	Academic Affairs	<p>IACS recommends OARS follow MU's Purchasing Policy, specifically:</p> <p>a. A Purchase Order should be issued prior to any commitment being made for the purchase of goods or providing of services. Direct Pay should only be used in specific categories approved in advance by the Chief Procurement Officer.</p> <p>b. Review receipts and supporting documentation from vendors before approving payments.</p>	James Oris, Assoc Prov/Dean & UnivDistProf	<p>Management concurred and stated that the contract has been terminated. "Due to a misunderstanding, no PO was ever entered into Buyway. In the future, actions will be taken to confirm that appropriate PO's are submitted and contract(s) have been fully executed. Any future engagements such as this that involve travel will require the production of receipts that will be reviewed prior to approval and all records will be maintained according to records retention requirements. These actions were not intentional, but there were deviations from university policies."</p> <p>IACS will schedule a follow-up review to appropriate action has been taken to resolve this issue.</p>
99%								
19	184.2 - Audit of Payments to LevinThor, LLC - 7/2019	7/16/2019	6/30/2020	Low	Academic Affairs	<p>IACS recommends AIMS follow MU's P-Card Policy and Travel Policy, specifically:</p> <p>a. In accordance with P-Card Policy, airfare and hotel rooms for official University travel should be purchased on a P-Card, rather than having the expenses reimbursed. Meals during travel status should be reimbursed via travel expense reporting. A reasonable description of the business purpose should be included in expense reports, rather than simply "travel" and "meeting".</p> <p>b. In accordance with Travel Policy, travelers should ensure the accuracy of meal per diem and mileage on travel expense reports. Dr. Platt should reimburse \$76 to the University for the incorrectly claimed meal per diem for his D.C. trip on February 25, 2019.</p>	Glenn Platt, ArmstrongProf Network Tech&Mgt	<p>Management concurred and stated that actions will be taken to pay future travel expenses via the P-Card. Administrative staff will ensure that descriptions of travel will include more detail than single words. The \$76 will be reimbursed to the University on 7/16/19.</p> <p>IACS will schedule a follow-up review to appropriate action has been taken to resolve this issue.</p>
99%								

Closed Internal Audit Issues

Line	Audit Name And Date	Date Opened	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
1	174.1 - Outsourced Vulnerability Assessment - 5/2019	5/23/2019	High	IT Services	As part of an assessment of Miami University's overall technical security posture, IACS outsourced a web application penetration test on two web applications. The objective of the security assessment was to reveal any potential issues that could result in a breach and/or disclosure of potentially sensitive information. Two high severity issues were found that should be remediated immediately, as well as several medium and low severity vulnerabilities.	David Seidl, VP for Information Tech & CIO	The vendor engaged a third party Qualified Security Assessor to validate that the found vulnerabilities have been corrected. Miami received a copy of the Attestation of Scan Compliance dated 12/3/2019 and the audit issue was closed 12/10/2019.
2	162.2 - Audit of the Miami University Tuition Promise-4/2019	4/8/2019	Moderate	Enrollment Management and Student Success	IACS recommends that the Office of the Bursar work with the Office of General Counsel and University Communications and Marketing to update the University's website for terms and prices, and meet the dissemination requirements specified in the current Tuition Promise program rules. IACS also recommends a process be established to ensure future updates to the program rules be reflected timely on the University's website.	Kriss Cassano, Bursar	IACS completed a second follow-up audit 6/2020. Management has taken appropriate action to fully address the audit recommendation. Comment closed 6/1/2020.
3	176.1 - Audit of the Department of Psychology P-Cards - 7/2019	7/18/2019	Low	Academic Affairs	IACS recommends management strengthen internal control oversight of P-Card expenditures by reviewing transactions for compliance prior to approval. Special attention should be given to preventing, detecting and correcting the following violations: a. Personal purchases made with P-Cards b. Inappropriate hosting of University employees c. Equipment and office supplies purchased with P-Cards, rather than Buyway d. Insufficient and incorrect transaction notes for P-Card reconciliations	Allen McConnell, University Distinguished Professor and Chair of Psychology Department	IACS completed a follow-up audit of the 7/2019 Audit of the Department of Psychology P-Cards. Psychology management has strengthened internal control over P-Card expenditures and expense reporting. The four areas where noncompliance was noted were reviewed and it appears appropriate action has been taken to resolve each of the issues. Comment closed 4/2/2020.

REPORT ON CASH AND INVESTMENTS
Finance and Audit Committee
Miami University
June 3, 2020

Non-Endowment Fund

For the three months ending April 30, 2020, the non-endowment's estimated net-of-fees return excluding operating cash was -6.7%. Tier II Baseline Core Cash and Special Initiatives Fund preliminary returns were +1.0% and +3.2% respectively, while Tier III's return was -9.1%. Tier III was pulled down by public equities, which collectively fell -14.9% over the three months, followed by commodities, which fell -41.8% (but commodities only represent 2.5% of Tier III). The estimated return for the non-endowment's net-of-fees return excluding operating cash for fiscal year-to-date is -3.3%.

At April 30th, the Operating Cash balance was about \$85.9 million, up from \$72.8 at the end of December. Operating Cash earned an approximate 26 bps annualized yield on the average balance, in addition to a significant portion receiving earnings credit against bank fees.

	Fair Value	% of
Current Funds	(Millions)	Portfolio
Operating Cash (Tier I):		
Short-term Investments*	\$85,910,672	12.7%
Core Cash (Tier II):		
Baseline Tier II	\$87,731,010	12.9%
<u>Special Initiatives</u>	<u>\$51,350,032</u>	7.6%
Total Core Cash (Tier II):	\$139,081,042	20.5%
Long-Term Capital (Tier III):		
Equity Investments	\$255,828,896	37.7%
Debt Investments	\$82,609,843	12.2%
Hedge Funds	\$46,423,726	6.8%
Real Assets	\$42,979,814	6.3%
Other**	\$163,668	0.0%
<u>Cash</u>	<u>\$25,757,881</u>	3.8%
Total Long-Term Capital (Tier III)	\$453,763,828	66.9%
Total Current Fund Investments	\$678,755,542	100.0%

*not included in performance report

**includes Cintrifuse Syndicate Fund II

(Continued on next page)

REPORT ON CASH AND INVESTMENTS
Finance and Audit Committee
Miami University
June 3, 2020

Endowment Pooled Investment Fund

The endowment's returns were -7.6% for the three months ending April 30th. This figure excludes updated values for private capital, which reports on a significant lag. The endowment was hurt most from public equity's -14.3% return for the three months, while fixed income fell -1.3%. The return for fiscal year-to-date is -4.1%

The Miami University Foundation Investment Committee met on February 6th and conducted a teleconference on April 29th for an update on the financial markets and the Pooled Investment Fund's performance.

Bond Project Funds

\$983,345.60 was drawn from the Bond Project Fund in April. As of April 30, 2020, the balance was as follows:

Plant Funds

Series 2017 Bond Project Fund	\$ 5,095.34
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Attachments

Non-endowment Performance Summary as of 4/30/2020

MUF Performance Summary as of 4/30/2020

PERFORMANCE SUMMARY

Miami University

April 30, 2020



Asset Class <i>Benchmark</i>	Market Value (\$ mill)	Strategic Portfolio (%)	Rates of Return (%)										
			1 Month	3 Month	Fiscal Year To Date	Calendar Year To Date	1 Year	3 Year	5 Year	10 Year	Since Policy Inception	Since Inception	Inception Date
Miami University Long-Term Capital Tier III (Net of Sub-Mgr Fees)	453.600	100.0%	6.3	(9.0)	(5.1)	(10.0)	(4.8)	1.0	1.3	3.2	3.2	3.9	30-Jun-02
Miami University Long-Term Capital Tier III (Net of Sub-Mgr and Strategic Fees)	453.600	100.0%	6.3	(9.1)	(5.3)	(10.1)	(5.0)	-	-	-	3.0	-	31-Dec-18
<i>Total Portfolio Policy Benchmark</i>			6.4	(7.7)	(2.7)	(8.3)	(1.9)	2.0	1.9	3.6	6.1	4.1	
<i>Total Portfolio Policy Benchmark (Net of Fees)</i>			6.4	(7.7)	(2.8)	(8.3)	(2.1)	-	-	-	5.9	-	
Miami University - Baseline Tier II (Net of Sub-Mgr Fees)	87.731	100.0%	0.0	1.0	2.4	1.2	3.0	1.6	1.3	1.9	2.9	2.7	30-Jun-02
Miami University - Baseline Tier II (Net of Sub-Mgr and Strategic Fees)	87.731	100.0%	(0.1)	1.0	2.3	1.2	2.9	-	-	-	2.9	-	31-Dec-18
<i>Total Portfolio Policy Benchmark</i>			0.0	1.4	2.9	1.7	3.7	1.8	1.4	1.2	3.5	2.2	
<i>Total Portfolio Policy Benchmark (Net of Fees)</i>			0.0	1.4	2.8	1.7	3.5	-	-	-	3.3	-	
Miami University Special Initiatives Fund (Net of Sub-Mgr Fees)	51.350	100.0%	0.0	3.2	5.7	4.5	7.9	-	-	-	7.6	7.6	19-Sep-18
Miami University Special Initiatives Fund (Net of Sub-Mgr and Strategic Fees)	51.350	100.0%	0.0	3.2	5.6	4.5	7.9	-	-	-	7.5	7.5	19-Sep-18
<i>Total Portfolio Policy Benchmark</i>			0.0	3.2	5.6	4.5	7.9	-	-	-	7.5	7.5	
Miami University Core Cash (Net of Sub-Mgr Fees)	139.081		0.0	1.8	3.6	2.4	5.0	2.7	2.0	2.2	4.1	2.9	30-Jun-02
Miami University Core Cash (Net of Sub-Mgr and Strategic Fees)	139.081		0.0	1.8	3.5	2.4	4.9	-	-	-	4.0	-	31-May-18
Total Miami University Client Group (Net of Sub-Mgr and Strategic Fees)	592.681		4.7	(6.7)	(3.3)	(7.4)	(2.9)	1.1	1.2	2.1	2.9	2.9	30-Jun-02

PERFORMANCE SUMMARY

Miami University Long-Term Capital Tier III

April 30, 2020



Asset Class <i>Benchmark</i>	Market Value (\$ mill)	Portfolio (%)	Rates of Return (%)										Inception Date
			1 Month	3 Month	Fiscal Year To Date	Calendar Year To Date	1 Year	3 Year	5 Year	10 Year	Since Policy Inception	Since Inception	
U.S. Equity	99.807	22.0%	14.3	(12.8)	(4.3)	(13.4)	(4.8)	-	-	-	9.6	(2.5)	31-Aug-18
<i>U.S. Equity Policy Benchmark</i>			13.2	(10.3)	(1.1)	(10.4)	(1.0)	-	-	-	12.8	(0.2)	
Non-U.S. Equity	119.190	26.3%	8.5	(16.3)	(13.2)	(19.2)	(13.4)	-	-	-	(1.4)	(8.8)	31-Aug-18
<i>Non-U.S. Equity Policy Benchmark</i>			8.1	(15.2)	(11.6)	(17.7)	(11.7)	-	-	-	0.0	(7.8)	
Global Equity	36.832	8.1%	10.8	(15.6)	(8.8)	(16.6)	(8.1)	-	-	-	-	(8.1)	30-Apr-19
<i>Global Equity Benchmark</i>			11.0	(12.2)	(5.1)	(13.0)	(4.7)	-	-	-	-	(4.7)	
Total Equity	255.829	56.4%	11.0	(14.9)	(9.3)	(16.7)	(9.5)	-	-	-	3.5	(6.0)	31-Aug-18
Hedge Funds (Net Exposure)	46.424	10.2%	2.6	(3.7)	(1.7)	(3.0)	(1.0)	2.5	2.0	3.7	1.3	3.4	30-Jun-02
<i>Hedge Funds Policy Benchmark</i>			3.2	(4.2)	(1.1)	(4.0)	(0.4)	4.4	4.3	6.9	0.8	6.7	
Total Alternatives	46.424	10.2%	2.6	(3.7)	(1.7)	(3.0)	(1.1)	2.5	2.0	3.7	1.3	3.4	30-Jun-02
Real Estate - IRR	9.250	2.0%	-	1.0	3.8	1.0	-	-	-	-	-	3.8	28-Jun-19
<i>Real Estate Policy Benchmark - IRR</i>			-	0.5	3.2	0.8	-	-	-	-	-	3.3	
Commodities	11.169	2.5%	(8.8)	(41.8)	(46.1)	(48.0)	(48.6)	-	-	-	-	(38.4)	31-Jan-19
<i>Commodities Policy Benchmark</i>			(9.7)	(41.6)	(46.0)	(47.9)	(48.2)	-	-	-	-	(37.0)	
TIPS	22.560	5.0%	1.4	1.0	3.3	2.0	5.2	-	-	-	-	5.9	30-Jan-19
<i>TIPS Policy Benchmark</i>			2.0	1.0	4.0	2.3	6.2	-	-	-	-	6.8	
Total Real Assets	42.980	9.5%	(1.8)	(12.2)	(13.0)	(14.8)	(13.7)	-	-	-	-	(8.4)	30-Jan-19
U.S. Fixed Income	82.610	18.2%	1.5	(0.3)	2.5	0.8	4.2	-	-	-	5.4	4.9	30-Jun-18
<i>U.S. Fixed Income Policy Benchmark</i>			2.0	1.7	6.2	3.5	9.2	-	-	-	9.7	8.0	
Total Fixed Income	82.610	18.2%	1.5	(0.3)	2.5	0.8	4.2	3.2	2.9	4.0	5.4	4.8	30-Jun-02
Total Cash, Accruals, and Pending Trades	25.758	5.7%	0.1	0.2	0.8	0.3	1.0	-	-	-	1.0	1.0	27-Aug-18
Miami University Long-Term Capital Tier III (Net of Sub-Mgr Fees)	453.600	100.0%	6.3	(9.0)	(5.1)	(10.0)	(4.8)	1.0	1.3	3.2	3.2	3.9	30-Jun-02
Miami University Long-Term Capital Tier III (Net of Sub-Mgr and Strategic Fees)	453.600	100.0%	6.3	(9.1)	(5.3)	(10.1)	(5.0)	-	-	-	3.0	-	31-Dec-18
<i>Total Portfolio Policy Benchmark</i>			6.4	(7.7)	(2.7)	(8.3)	(1.9)	2.0	1.9	3.6	6.1	4.1	
<i>Total Portfolio Policy Benchmark (Net of Fees)</i>			6.4	(7.7)	(2.8)	(8.3)	(2.1)	-	-	-	5.9	-	
Cintrifuse Syndicate Fund II, LLC	0.134												
TOTAL	453.735												30-Jun-02

PERFORMANCE SUMMARY

Miami University Pooled Investment Fund

April 30, 2020



Asset Class <i>Benchmark</i>	Market Value (\$ mill)	Total Portfolio (%)	Rates of Return (%)										Inception Date
			1 Month	3 Month	Fiscal Year To Date	Calendar Year To Date	1 Year	3 Year	5 Year	10 Year	Since Policy Inception	Since Inception	
U.S. Equity	116.293	22.5%	14.3	(12.5)	(4.3)	(13.2)	(5.1)	-	-	-	(3.9)	(1.6)	24-Jul-18
<i>U.S. Equity Policy Benchmark</i>			13.2	(10.3)	(1.1)	(10.4)	(1.0)	-	-	-	0.4	2.3	
Non-U.S. Equity	118.995	23.1%	8.5	(15.4)	(12.8)	(18.6)	(13.0)	-	-	-	(8.4)	(7.5)	30-Jun-18
<i>Non-U.S. Equity Policy Benchmark</i>			8.4	(14.5)	(11.4)	(17.4)	(11.7)	-	-	-	(6.9)	(6.2)	
Global Equity	42.381	8.2%	10.8	(15.6)	(8.8)	(16.6)	(8.6)	-	-	-	(5.0)	(2.2)	30-Jun-18
<i>Global Equity Benchmark</i>			11.0	(12.2)	(5.1)	(13.0)	(4.8)	-	-	-	(2.7)	(0.1)	
Total Equity	277.669	53.8%	11.2	(14.3)	(8.8)	(16.1)	(9.2)	2.4	3.5	5.6	(6.1)	5.6	31-Dec-96
Private Equity - IRR	43.294	8.4%	-	-	-	-	(3.9)	4.3	3.4	8.0	0.3	7.0	30-Sep-95
<i>Private Equity Policy Benchmark - IRR</i>			-	-	-	-	7.8	11.3	10.0	13.5	7.3	11.6	
Hedge Funds (Net Exposure)	53.907	10.4%	2.9	(3.3)	(1.7)	(2.6)	(1.8)	-	-	-	(1.3)	(0.7)	30-Jun-18
<i>Hedge Funds Policy Benchmark</i>			3.2	(4.2)	(1.1)	(4.0)	(0.4)	-	-	-	(1.9)	(1.2)	
Total Alternatives	97.201	18.8%	1.6	(2.8)	(3.1)	(2.4)	(2.6)	-	-	-	(0.8)	0.3	30-Jun-18
Timber	3.792	0.7%	-	0.1	2.1	0.1	3.7	-	-	-	(2.3)	0.0	30-Jun-18
<i>Timber Policy Benchmark</i>			-	0.0	1.0	0.0	1.0	-	-	-	1.4	3.2	
Real Estate - IRR	35.931	7.0%	-	-	-	-	8.6	8.9	8.0	7.9	9.0	4.6	31-May-06
<i>Real Estate Policy Benchmark - IRR</i>			-	-	-	-	3.7	6.5	7.3	9.2	4.2	6.5	
Total Real Assets	39.723	7.7%	-	0.8	3.2	0.8	7.9	-	-	-	7.1	7.6	30-Jun-18
U.S. Fixed Income	52.696	10.2%	0.9	(1.3)	1.0	(0.7)	2.3	-	-	-	3.9	3.6	30-Jun-18
<i>U.S. Fixed Income Policy Benchmark</i>			2.0	1.7	6.2	3.5	9.2	-	-	-	8.8	7.8	
Total Fixed Income	52.696	10.2%	0.9	(1.3)	1.0	(0.7)	2.3	-	-	-	3.9	3.9	30-Sep-18
Opportunistic	23.609	4.6%	0.2	(1.0)	1.1	(1.0)	2.7	5.8	2.7	6.2	3.2	12.7	28-Feb-01
<i>Opportunistic Policy Benchmark</i>			0.0	(1.3)	0.9	(1.3)	2.4	6.1	7.4	9.8	3.0	11.2	
Total Opportunistic	23.609	4.6%	0.2	(1.0)	1.1	(1.0)	2.7	5.8	2.7	6.2	3.2	12.7	28-Feb-01
Total Cash, Accruals, and Pending Trades	25.137	4.9%	0.1	0.2	0.8	0.3	1.0	-	-	-	1.0	1.0	30-Jun-18
Miami University Pooled Investment Fund (Net of Sub-Mgr Fees)	516.035	100.0%	6.2	(7.5)	(3.9)	(8.4)	(3.5)	2.6	2.5	4.8	(1.5)	8.1	30-Apr-93
Miami University Pooled Investment Fund (Net of Sub-Mgr and Strategic Fees)	516.035	100.0%	6.2	(7.6)	(4.1)	(8.5)	(3.7)	-	-	-	(1.7)	-	30-Sep-18
<i>Total Combined Portfolio Policy Benchmark</i>			6.3	(6.9)	(1.9)	(7.6)	(1.2)	3.8	3.7	5.8	0.4	6.4	
<i>Total Combined Portfolio Policy Benchmark (Net of Fees)</i>			6.2	(7.0)	(2.1)	(7.7)	(1.4)	-	-	-	0.1	-	



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Status of Capital Projects Executive Summary June 18, 2020

1. Projects completed:

No major projects were completed since the last report. Ten projects under \$500,000 were completed since the last report.

2. Projects added:

No projects were added since the last report.

3. Projects in progress:

One contractor, Messer Construction, remained on campus to complete the three projects identified below. Messer was very proactive in working with us to ensure compliance with Ohio's Governor's orders during this difficult period of time. In addition, Messer complied with the Ohio Facilities Construction Commission's (OFCC) contractor guidelines and Miami's expectations for work during the pandemic. The Harris Hall Renovation kept on-track over the last few months and is now substantially complete. Temporary occupancy has been granted, which allows the space to be occupied should we need to do so. Pearson Hall Phase 2 Renovation remains well ahead of schedule. All the spaces have been completed and are ready for faculty to move in. We are completing some HVAC and electrical upgrades in the lower level of the building during the next week or so. The only remaining work is to restore the lawn on the east side of the building that was used for construction trailers and project material storage. This will be complete in early July. The renovation of Stanton Hall is substantially complete. Restoration of the grounds is occurring now and is expected to be complete by the end of the month. Furniture is being delivered throughout June and is currently being installed in the building.

Respectfully submitted,

Cody J. Powell, PE
Associate Vice President –
Facilities Planning & Operations

TABLE OF CONTENTS

	Page Number
PROJECT SYNOPSIS	2
UNDER CONSTRUCTION.....	3
<i>Requiring Board of Trustees Approval:</i>	
Harris Hall Renovation	3
Pearson Hall Renovations – Phase 2.....	4
Stanton Hall Renovation	5
 <i>Projects Between \$500,000 and \$2,500,000:</i>	
IN DESIGN.....	7
Central Campus Hot Water Conversion.....	7
Clinical Health Sciences Facility	8
Dodds Hall Renovation.....	8
High Street Safety Improvements	9
Ogden Hall/Bell Tower Place Dining Renovation.....	9
South Quad Tunnel Top Phase 2	10
University Hall Nursing Renovation	11
IN PLANNING.....	12
Equestrian Center Indoor Arena	12
Hamilton Campus – Knightsbridge Building Renovation	12
Innovation/STEM Building	13
King Library Renovation 2020	13
South Quad Hot Water Conversion, Phase 2	14
COMPLETED PROJECTS.....	15
SUMMARY OF PROJECTS LESS THAN \$500,000.....	16
GLOSSARY OF TERMS.....	18

	<u>Number of Projects</u>	<u>Value</u>
Under Construction	3	\$55,200,000
In Design	7	\$56,910,000
In Planning	5	\$11,500,000
Projects Under \$500,000	75	\$18,436,246
	Total	\$142,046,246

<u>New Projects Over \$500,000</u>
None this report

<u>Projects Completed Since Last Report</u>
None this report
Total

UNDER CONSTRUCTION
(Under Contract)
Projects Requiring Board of Trustees Approval

1. Harris Hall Renovation:

Heflin

This project is a Clinical Health Sciences facility enabling project. The new Clinical Health Sciences facility is slated to be built on the current site of the Health Services Center. Harris Hall will be renovated to house the health and counseling clinics and the student wellness center during the new facility construction. These operations will then move into the new Clinical Health Sciences facility upon its completion. The renovation will prepare the facility to be utilized for future swing space, which is a critical need for future planned renovation projects.

This renovation will include demolition of the old kitchen and east dining areas for construction of clinic exam and counseling rooms. The design includes improvements in the electrical, heating, cooling, plumbing and life safety systems and extends the life of the facility.

The project is substantially complete. Move of the Health Services Center staff and equipment is on hold pending approval to proceed with the Clinical Health Sciences project. **This will be the last report.**



Delivery Method: Design Build

Project Cost	
Design and Administration	\$390,000
Cost of Work	\$5,410,000
Contingency	\$265,000
Owner Costs	\$135,000
Total	\$6,200,000

Funding Source	
Local	\$6,200,000
Total	\$6,200,000

Contingency Balance: 75%
 Construction Complete: 100%
 Project Completion: May 2020

2. **Pearson Hall Renovation, Phase 2:**

Porchowsky

This project is to complete the balance of the renovation of Pearson Hall for the biological sciences, including the Departments of Biology and Microbiology. This phased, occupied renovation will address deferred maintenance issues with the facility through the installation of new and efficient mechanical, electrical, data, and fire suppression systems. The project also includes lab safety improvements. The project will be occupied during renovations.

Phase 2 will complete the remaining 50% of the necessary heating, cooling, and lab exhaust systems; upgrade electrical switchgear, modernize the public areas, remaining lab classrooms and research laboratories. This project will be completed in two, year-long segments ending August 2020. Research teams for this first segment have moved from their laboratories in Pearson to the swing space located in the Hughes Hall C-Wing.

The majority of the scope of work in Phase 2 was completed in March, several months ahead of schedule. The spaces are ready to be moved into whenever faculty returns to campus. The construction team is currently working to finalize HVAC & electrical scope items in the lower level which will complete at the end of June. Site work restoration of the laydown area adjacent to the building will occur mid-June and be complete in July 2020. **This will be the last report.**



Delivery Method: Design-Build

Project Cost	
Design and Administration	\$2,571,630
Cost of Work	\$25,238,135
Contingency	\$1,500,000
Owner Costs	\$690,235
Total	\$30,000,000

Funding Source	
State	\$19,523,586
Local	\$10,476,414
Total	\$30,000,000

Contingency Balance: 22%

Construction Complete: 99%

Project Completion: August 2020

3. Stanton Hall Renovation:

Heflin

This project will renovate Stanton Residence Hall as a continuation of the 2010 Long Range Housing Master Plan. Stanton Hall will receive an upgrade in the mechanical systems, fire suppression, energy efficiency, and minor interior renovations. The design includes improvements in the heating, cooling, electrical, life safety systems and building envelope. The renovation extends the life of the facility.

Punchlist and commissioning are nearing completion. Building substantial completion was achieved June 1, 2020. Site landscaping substantial completion is June 30, 2020. Furniture, laundry equipment and vending machine move-in has begun and will be complete in July 2020. **This will be the last report.**



Delivery Method: Design-Build

Project Cost	
Design and Administration	\$1,111,000
Cost of Work	\$16,000,000
Contingency	\$1,089,000
Owner Costs	\$800,000
Total	\$19,000,000

Funding Source	
Bonds	\$9,319,455
Local	\$9,680,545
Total	\$19,000,000

Contingency Balance: 64%
 Construction Complete: 99%
 Project Completion: August 2020

**UNDER CONSTRUCTION
(Under Contract)
Projects Between \$500,000 and \$2,500,000**

No Projects This Report

**IN DESIGN
(Pre-Contract)**

1. Central Campus Hot Water Conversion: (Previous Report – In Planning)

Van Winkle

As part of the Campus Utility Master Plan, the Central Campus Hot Water Conversion Project will convert a large portion of the central quadrangle of campus from steam to hot water. This project includes the creation of a new satellite campus heating plant to be located in the basement of Upham Hall. Hot water piping will be extended from this new satellite campus heating plant to the buildings in central area of campus. The project will also create redundant connections to the existing distribution piping from the South Chiller Plant. The cross connection between the two plants will improve robustness and reliability for both the South Chiller Plant and the new Central Campus Utility Plant. The new hot water piping will be located in the existing tunnel systems and will be direct buried in other locations. Hot water connection and conversion of Ogden is occurring as that building is being renovated. Hot water connection and conversion to Williams, Bonham House, Warfield, MacMillan, Kreger, Irvin, Alumni, Bishop, McGuffey, Hall Auditorium, King Library, Harrison and Upham will occur as part of this project.

This project is a key step in the Utility Master Plan to meet strategic energy reduction and campus sustainability goals of decommissioning coal-fired steam systems by 2026. The scope of the project includes direct buried hot water piping, direct buried chilled water piping and converting the buildings named above from steam heating to hot water heating. The change from steam to hot water will improve both the efficiency and reliability of heating the central portion of the campus.

This project has been suspended due to the COVID-19 virus. The project was set to begin construction in February 2021 and complete the project in September 2022, but these dates are subject to change pending the duration of the suspension of the project.

The Design Architect/Engineer was selected prior to the project being suspended due to the COVID-19 virus. The Construction Manager selection process has not yet begun.

Delivery Method: Construction Manager at Risk

Proposed Budget: \$12,000,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
Local	\$12,000,000
Total	\$12,000,000

2. **Clinical Health Sciences Facility:**

Heflin

A Programming Committee comprised of faculty, administration and Physical Facilities staff was convened in January 2019 to determine the program of the facility. The team worked with the Criteria AE firm of Moody Nolan and Perkins and Will to develop the Program of Requirements, assist in site selection analysis, and provide the Conceptual and Schematic Design.

The health services and counseling clinics and the student wellness organization are included in the health sciences facility, along with the Speech Pathology and Audiology clinic and academic program, Nursing, and the new Physician Assistant program. The Clinical Health Sciences facility site is to be built on the existing footprint of the health and counseling center and adjacent parking lot. This location will require relocating the clinic operations to Harris Hall while the new facility is under construction. The project's \$96,000,000 budget includes the \$6,200,000 Harris Hall renovation budget which was previously approved by the Board of Trustees. Some of the program spaces include simulation and skills labs, a standardized patient clinic, speech and audiology research labs, gross anatomy and health innovation labs, as well as classrooms and faculty/staff offices.

This project has been suspended due to the COVID-19 virus. The Schematic Design Phase is complete from the Criteria Architect team. The design-build firm is responsible to continue into the Design Development phase when the project commences. The design of the Phase 1 site utility and Student Health Services building demolition package is complete except for submission to the State for the plan review/permit.

Delivery Method: Design-Build

Proposed Budget: \$96,000,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
TBD	TBD
Total	TBD

3. **Dodds Hall Renovation:**

Morris

This project will renovate Dodds Residence Hall at the northeast corner of the South Quad as a continuation of the 2010 Long Range Housing Master Plan. This will be the last of the South Quad halls to be renovated. Dodds Hall will receive an upgrade very similar to what was completed at Porter Hall – mechanical systems, energy efficiency, finishes and accessibility. The design includes improvements in the heating, cooling, plumbing and life safety systems, as well as the building envelope. The renovation extends the life of the facility.

This project has been suspended due to the COVID-19 virus. The GMP was executed with the Design-Build Contractor. They bid the work and were ready to release orders for windows and other materials for the project. The renovation was expected to begin in June 2020 and continue over the 2020-2021 school year with a planned June 2021 substantial completion.

Delivery Method: Design-Build

Proposed Budget: \$17,660,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
Local	\$17,660,000
Total	\$17,660,000

4. **High Street Safety Enhancements:**

Christian

This project will enhance pedestrian safety on High Street between Patterson Avenue and Campus Avenue, and also on Patterson Avenue between State Route 73 and Withrow Street. The project includes refuge islands, planted medians, safety signals, lighting, sidewalks, and reducing the number of crosswalks.

In the spring of 2018, the City of Oxford and Miami University jointly applied for and were awarded a transportation safety grant in the amount of \$1 Million from the Ohio Department of Transportation. The grant requires a minimum 15% local match for construction.

The City of Oxford and the University have developed a Memorandum of Understanding identifying the roles of staff and financial contributions from each entity. The University will perform the majority of design, project management, and day-to-day construction administration, with the City acting as the official Local Public Agency during bidding and construction. The University will fund the local construction match, design and administration fees, and contingency for the safety enhancements. The City will provide the local construction match and perform the design for the paving portion of the project.

The work will also include additional islands on Patterson and North Patterson Avenue to ensure the safety of pedestrians throughout this corridor. The project replaces the sidewalk along the entire south side of High Street between Patterson Avenue and Campus Avenue.

This project has been suspended due to the COVID-19 virus. The construction start has been delayed until the Spring of 2021. ODOT has extended the existing \$1 Million grant for an additional year, and has also increased the grant amount by \$350,000. At ODOT's suggestion, an abbreviated grant application is being prepared to seek an additional \$350,000 to support the locally-funded Patterson Avenue scope of work. A decision on the additional funding is expected mid-summer 2020. The project is anticipated to go out to bid in the fall of 2020.

Delivery Method: Single Prime Contractor

Proposed Budget: \$4,250,000

Desired Start: May 2021

Desired Completion: August 2021
(revised since last report – August 2020)

Funding Source	
Grant Funds (ODOT to City of Oxford)	\$1,350,000
Local	\$2,900,000
Total	\$4,250,000

5. **Ogden Hall / Bell Tower Place Dining Renovation:**

Morris

This project will renovate Ogden Residence Hall and Bell Tower Place Dining Hall, both within the same building. This is a continuation of the 2010 Long Range Housing Master Plan. Ogden Hall will receive an upgrade in the mechanical systems, fire suppression, energy efficiency, finishes, interior renovations and accessibility. The design includes improvements in the heating, cooling, plumbing, electrical, life safety systems, as well as the building envelope. The renovation extends the life of the facility.

Ogden Hall / Bell Tower Place Dining Renovation (continued):

The existing Dining Hall will be remodeled to provide a contemporary and modernized dining facility to meet the needs and expectations of the students. It will feature flexible food offering stations that may easily be converted without replacing equipment. The renovated facility will be operated as a buffet-style venue and feature expanded and unique menus, visible food prep areas, and will create an environment that has the same quality that is present in the newer dining facilities. A C-Store (convenience store) will be moved outside of the dining zone and will offer popular pre-packaged food options for grab-and-go, dry goods, and refrigerated goods.

This project has been suspended due to the COVID-19 virus. The criteria architect and the Design-Build team have been selected. The dining hall component of the Schematic Design was completed. Residence Hall Program Verification and Schematic Design was about to begin at time the project was suspended.

Delivery Method: Design-Build

Proposed Budget: \$23,000,000
 Desired Start: TBD
 Desired Completion: TBD

Funding Source	
Local	\$23,000,000
Total	\$23,000,000

6. South Quad Tunnel Top Phase 2:

Morris

The utilities around Miami’s campus utilize tunnels in many areas. These tunnels allow for easier maintenance and upgrade of the utility distribution systems. The tunnels across campus vary greatly in age and condition. The tunnel tops are being updated in phases with a new, more efficient top design. The tunnels in the South Quad are circa 1960. This project will replace the tunnel tops on the east side of the quadrangle from Center Drive to Harris Hall’s breezeway. The project will also repair portions of the pipe insulation inside this tunnel. This project will complete the tunnel replacements in the South Quad area. Other tunnel tops were completed in conjunction with the adjacent residence hall renovations.

This project has been suspended due to the COVID-19 virus. The work must be done during winter months as existing chilled water must be off-line during construction to facilitate removal of tunnel tops and installation of formwork.

Delivery Method: Design-Build
 Proposed Budget: \$2,000,000
 Desired Start: TBD
 Desired Completion: TBD

Funding Source	
Local	\$2,000,000
Total	\$2,000,000

7. **University Hall Nursing Renovation:**

Porchowsky

This project will renovate University Hall to provide students and faculty a state-of-the-art educational facility with high fidelity simulation and skills laboratory spaces, flexible and technologically-integrated classrooms and study spaces, as well as the necessary administrative and faculty support spaces need to support the program.

The renovation of University Hall will focus on three primary priorities--building infrastructure upgrades and deferred maintenance, interior renovations and improvements, and exterior enhancement. Due to the temporary suspension of design and construction activities, this two-phased project is planned to begin in May 2021 and complete in February 2022.

This project has been suspended due to the COVID-19 virus. Design work is complete and a GMP document is ready for submission.

Delivery Method: Design-Build

Proposed Budget: \$10,000,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
Local	\$10,000,000
Total	\$10,000,000

IN PLANNING (Pre-A&E)

1. Equestrian Center Indoor Arena:

Christian

This project will construct an indoor arena at the Equestrian Center consistent with the 2012 Equestrian Center master plan. The building will be a pre-engineered metal building enclosing a 120' x 250' riding area with bleacher seating for approximately 200 spectators.

This project has been suspended due to the COVID-19 virus. The Design-Build team was selected in early March, 2020. A kickoff meeting was held prior to the project being placed on hold, and the team is poised to resume work when direction to proceed is received.

Delivery Method: Design-Build

Proposed Budget: \$3,800,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
TBD	\$3,800,000
Total	\$3,800,000

2. Hamilton Campus – Knightsbridge Building Renovation:

This project will provide for the renovation of the recently acquired 23,500 square feet Richard Allen Academy building located on the Hamilton Campus at the intersection of Knightsbridge Drive and University Boulevard in Hamilton. A facility assessment to be used in developing program and renovation cost has been completed. The assessment has identified the need for mechanical/electrical upgrades as part of the renovation, reporting approximately \$4,000,000 in probable cost. A recent professionally-prepared campus space plan is contributing to the programmed scope of this project.

Planning is underway to align the campus space requirements, academic priorities, and existing facilities condition/needs.

Proposed Budget: TBD

Desired Start: TBD

Desired Completion: TBD

Funding Source	
TBD	TBD
Total	TBD

3. Innovation/STEM Building:

Christian

This project is performing programming related to innovation, multidisciplinary project-based work, and instilling a sense of leadership and entrepreneurship in our students. The possibility of renovation or new construction is being evaluated. A Programming Committee with representation from areas of STEM, data science, entrepreneurship, Interactive Media, and design thinking was convened in January 2019. The University has hired a Criteria AE firm to develop the program of requirements, assist in potential site selection, and provide conceptual design.

The programming phase was completed in early June 2020. Commencement of the Concept and Criteria design phase will follow when direction to proceed is received.

Proposed Budget: \$50,000,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
TBD	TBD
Total	TBD

4. King Library Renovation 2020:

Christian

This project comprises interior renovations of the ground, first, and second floors of King Library. The lower level will include reconfiguration and upgrades to the existing café including casework, finishes, furnishings, and some food service equipment. The first floor will include reconfiguration and finish upgrades to existing spaces including the lobby, access services, various offices, and restrooms. The project also includes the creation of new distinct areas within the existing open stack space, including a maker space. The second floor will be limited to minor alterations as required to accommodate shifting of existing services and programs between floors.

This project has been suspended due to the COVID-19 virus. The selection process for the Architect/Engineer has been paused. Three firms were shortlisted for interview in mid-March 2020. Interviews will be held when direction to proceed is received.

Delivery Method: Single Prime Contracting

Proposed Budget: \$3,700,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
Local	\$3,700,000
Total	\$3,700,000

8. South Quad Hot Water Conversion Phase 2:

Van Winkle

As part of the Campus Utility Master Plan, the South Quad Hot Water Conversion Phase 2 will extend hydronic heating and cooling infrastructure from the recently completed South Quad Hot Water Conversion project. The hydronic infrastructure installed under this project will serve the Campus Avenue Building and be sized to serve future buildings in the newly formed Health District of campus. The hydronic infrastructure is planned to eventually extend North across Spring Street ultimately connecting to the future Central Campus Utility Plant. This extension will occur in a future project under the Utility Master Plan. The cross connection will improve robustness and reliability of the existing South Chiller Plant and the future Central Campus Utility Plant. In addition, the project is budgeted to convert Hanna House to heating hot water. The team is evaluating if an appropriate return on investment exists to advance this component of the work.

This project is a key step in the Utility Master Plan to meet strategic energy reduction and campus sustainability goals of decommissioning coal-fired steam systems by 2026. The scope of the project includes direct buried hot water piping, direct buried chilled water piping, converting Campus Avenue Building from steam heating to hot water heating, removing an air-cooled chiller from the building and converting the cooling system to use campus chilled water. Both the change from steam to hot water and the change from stand-alone air-cooled chiller to campus chilled water will improve the efficiency and reliability of heating and cooling the building.

This project has been suspended due to the COVID-19 virus. Construction was not able to begin in March 2020 as planned. The construction documents were completed and the work was bid, but contracts were not awarded.

Delivery Method: Construction Manager at Risk

Proposed Budget: \$4,000,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
Local	\$4,000,000
Total	\$4,000,000

COMPLETED PROJECTS

No Projects This Report

Projects Between \$50,000 and \$500,000

Project	Budget
Armstrong Student Center – Esports Café 2019	\$306,900
Armstrong Student Center – Smoothie Bar	\$191,360
Armstrong Student Center – Sushi Bar	\$71,075
Bachelor Hall – Emergency Generator Replacement 2019	\$77,143
Bonham House – Interior Refresh	\$110,075
Boyd Hall – Fire Alarm Upgrade 2020	\$105,000
Cole Service Building – Purchasing Renovation 2017	\$400,000
Dennison Hall – HVAC Upgrades	\$500,000
Dorsey Hall – Ventilation AHU Upgrade 2020	\$210,000
Dorsey Hall – Ventilation DOAS Upgrade 2020	\$418,000
E & G Buildings – LED Retrofits 2020	\$350,000
Engineering Workshop – State Route 73 Renovation 2018	\$275,000
Farmer School of Business – Building Envelope Study	\$54,037
Flower Hall – Ventilation AHU Upgrade 2020	\$243,000
Flower Hall – Ventilation DOAS Upgrade 2020	\$485,000
Garden Commons – Dishwasher Improvements 2019	\$200,000
Goggin Ice Center – Arena Lighting Upgrade 2020	\$480,000
Goggin Ice Center – Pad A Ceiling Clean 2020	\$200,000
Goggin Ice Center – Pad B Lighting Upgrade 2020	\$220,000
Hahne Hall – Addition Ventilation Upgrade 2020	\$330,000
Hahne Hall – Ventilation AHU Upgrade 2020	\$245,000
Hahne Hall – Ventilation DOAS Upgrade 2020	\$245,000
Hamilton Campus – Mosler Hall E-Campus Expansion	\$500,000
Hamilton Campus – Rentschler Library Additional Study Rooms	\$85,000
Hoyt Hall Partition Walls	\$80,000
Hoyt Hall UPS Upgrade 2020	\$205,000
Hughes Hall – Exterior Door Replacement	\$200,000
Indoor Sports Center LED Conversion 2020	\$290,000
King Library – Howe Renovation	\$60,305
King Library – Room 216 Office Addition	\$80,000
Lewis Place – Exterior repairs	\$250,000
MacFarland Hall – Fresh Air Upgrade 2020	\$496,000
Marcum Conference Center – Fresh Air Upgrade 2020	\$490,000
Marcum Conference Center – Wallcovering Removal 2019	\$219,350
McBride Hall – Ventilation Upgrade 2020	\$382,000
Miami Inn – Roof Replacement 2020	\$300,000
Middletown Campus – Johnston Hall Career Services Offices	\$500,000
Middletown Campus – Thesken Hall Fire Suppression	\$285,300
Morris Hall – Shower Surrounds	\$250,000
MUO Campus Services Chimney Repairs (Morris, Havighurst, Symmes)	\$200,000
MUO Campus Services Exterior Painting 2019	\$192,000
MUO Campus Services Exterior Painting 2020	\$173,000
MUO Dead Tree Removal 2019	\$252,837
MUO E & G Exterior Painting 2019	\$150,000
MUO Masonry & Limestone Repairs 2019	\$124,461

MUO Misc ADA Projects	\$100,000
MUO Rental Demos 2020	\$88,000
Old Manse – Electric Service Upgrade 2019	\$60,000
Peabody Hall – Electrical Distribution Improvement 2019	\$78,776
Phillips Hall – Exterior Door Replacement	\$50,000
Police Services Center Renovation 2020	\$208,000
Recreational Sport Center – Natatorium Lighting Replacement 2018	\$200,000
Residence Halls – Ventilation A/E Fees	\$290,000
Roudebush Hall – Chiller Boiler and Humidifier Upgrade 2020	\$440,000
Simpson Shade House Renovation 2019	\$100,000
Steam Plant – Wartsila 800 hour PM 2019	\$200,000
Symmes Hall – HVAC Upgrades	\$498,982
Tappan Hall – Fire Suppression System 2019	\$285,300
University Stables – Estimate on Fence Sections	\$100,000
University Stables – Equestrian Center Erosion Control 2019	\$500,000
Utility Enterprise Plant Security Upgrades	\$500,000
Utilities – DHRC Piping Improvements 2020	\$246,000
Utilities – Pad Switch Replacement 2020	\$320,000
VOA – Exterior Repairs	\$100,000
Western Dining Commons – Express Renovation	\$98,000
Yager – Field Hockey Locker Room Upgrade	\$225,000
Yager West Shelter	\$181,130

Projects Closed Between \$50,000 and \$500,000

Project	Original Budget	Returned Funds
Alumni Hall Graduate Studio	\$253,800	\$150
Armstrong Student Center – Elevator Upgrade 2019	\$104,000	\$5,635
Brandon Hall – HVAC Upgrades	\$499,090	\$174,675
Campus Circulation Improvements	\$500,000	\$52,000
Collins Hall – HVAC Upgrades	\$359,677	\$18,700
Hepburn Hall – HVAC Upgrades	\$500,000	\$101,200
McGuffey Hall – Room 406 Renovation	\$100,000	\$22,125
North Campus Garage Improvements 2019	\$365,000	\$93,540
North Campus Parking Modifications	\$484,000	\$462,630
Peabody Hall – Restroom Upgrades 2019	\$499,000	\$123,340

Glossary of Terms

Construction Manager at Risk (CMR) – is a delivery method which entails a commitment by the construction manager to deliver the project within a Guaranteed Maximum Price (GMP). The owner contracts the architectural and engineering services to perform the design from concept through construction bid documents using the construction manager as a consultant. The construction manager acts as the equivalent of a general contractor during the construction phase. CMR arrangement eliminates a "Low Bid" construction project. This method will typically be used on projects with high complexity and demanding completion schedules.

Contingency – includes both owner contingency and the D/B or CMR contingency where applicable.

Cost of the Work – is the cost of construction. This includes general condition fees, contractor overhead and profit, D/B or CMR construction stage personnel.

Design & Administration – includes all professional services to support the work. This consists of base Architect/Engineer (A/E) fees, A/E additional services, A/E reimbursables, non-error/omission A/E contingency fees, geotechnical services, special inspection services partnering services, multi-vista photo documentation of projects, D/B or CMR pre-construction services, third party estimator, and local administration fees.

Design Build (D/B) – is a project delivery method in which the design and construction services are contracted by a single entity and delivered within a Guaranteed Maximum Price (GMP). Design Build relies on a single point of responsibility contract and is used to minimize risks for the project owner and to reduce the delivery schedule by overlapping the design phase and construction phase of a project. This method will typically be used on projects with less complexity and have demanding completion schedules.

Guaranteed Maximum Price (GMP) – is the negotiated contract for construction services when using D/B or CMR. The owner negotiates a reasonable maximum price for the project (or component of the project) to be delivered within the prescribed schedule. The D/B firm or CMR is responsible for delivering the project within the agreed upon GMP. This process eliminates bidding risks experienced by the owner, allows creative value engineering (VE) to manage the budget, and permits portions of the work to begin far earlier than traditional bidding of the entire project.

Multiple Prime Contracting – is a project delivery method historically allowed by the State of Ohio. The owner contracts the architectural and engineering services to perform the design from concept through construction bid documents. The construction services are divided into various trade specialties – each bid as a separate contract (general, plumbing, mechanical, electrical, sprinkler, etc.). The owner is responsible for managing the terms of each contract and coordinating the work between the multiple contractors.

Owner Costs – are costs directly borne by the owner to complete the project. This includes furniture, fixtures, and equipment (FF&E), audio/visual (A/V), IT networking, percent for art (applicable on State funded projects exceeding \$4 million), printing and advertising expenses, and any special moving or start-up funds.

Preconstruction Services – are the development and design services provided by a D/B firm or CMR to the owner. These services are typically performed for an identified cost prior to the negotiation of a GMP. These services are included in "Design and Administration."

Single Prime Contracting – is a project delivery method in which the owner contracts the architectural and engineering services to perform the design from concept through construction bid documents. The construction services are contracted separately, but through a single entity. Single Prime Contracting is beneficial on projects with specialized construction requiring more owner oversight or control. This method will typically be used on projects with high complexity and low schedule importance.

MU-Lean Project Status Totals					Completed Projects			
Division	Active	Completed	Future	Total	Cost Avoidance	Cost Reduction	Revenue Generated	Total
Finance and Business Services*	113	1529	10	1652	\$44,743,606	\$30,437,056	\$9,211,895	\$84,392,557
President+Intercollegiate Athletics+O	3	9	0	12	\$530,371	\$233,500	\$1,015	\$764,886
Advancement	6	26	0	32	\$151,142	\$226,290	\$4,223,000	\$4,600,432
Enrollment	7	45	0	52	\$508,829	\$36,803	\$37,705	\$583,337
Student Affairs	4	4	0	8	\$53,434	\$0	\$0	\$53,434
Information Technology Services	1	17	0	18	\$437,033	\$0	\$4,180	\$441,213
Academic Affairs	14	26	1	41	\$2,455,098	\$0	\$402,116	\$2,857,214
Lean Project Total - MU	148	1656	11	1,815	\$48,879,513	\$30,933,649	\$13,879,911	\$93,693,073

* no longer track Procurement realized as a separate category

MU-Lean Project Changes since 01-01-2020 report					Newly Completed Projects since 01-01-2020 report			
Division	Newly Active	Newly Completed	Newly Future	New Total	New Cost Avoidance	New Cost Reduction	New Revenue Generated	New Total
Finance and Business Services*	3	45	2	50	\$907,832	\$1,349,879	\$259,253	\$2,516,964
President+Intercollegiate Athletics	-1	0	0	-1	\$0	\$0	\$0	\$0
Advancement	0	0	0	0	\$0	\$0	\$0	\$0
Enrollment	-2	0	0	-2	\$0	\$0	\$0	\$0
Student Affairs	0	0	0	0	\$0	\$0	\$0	\$0
Information Technology Services	0	0	0	0	\$0	\$0	\$0	\$0
Academic Affairs	10	0	0	10	\$0	\$0	\$0	\$0
Lean Project Total - MU	10	45	2	57	\$907,832	\$1,349,879	\$259,253	\$2,516,964

* no longer track Procurement realized as a separate category

Dashboard Report - Miami University



Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2019 vs. 18 trend	Aggregate Trend
Total Claims	\$40,207,412	\$37,348,945	\$41,106,166	\$37,092,126	\$32,624,109	\$31,184,310	\$35,441,540	\$41,773,270	\$39,313,657	\$50,301,929	\$46,426,369	-7.7%	15.5%
Health Plan Administrative Fee	\$1,566,463	\$1,521,775	\$1,348,118	\$1,234,595	\$1,261,863	\$1,291,631	\$1,327,782	\$1,396,571	\$1,471,156	\$1,441,568	\$1,397,051	-3.1%	
Employee Health Center					\$208,914	\$235,202	\$264,825	\$268,527	\$238,196	\$263,412	\$258,009	-2.1%	
Less: Coins, Co-Pays & Deductibles	\$5,360,174	\$4,840,215	\$5,273,073	\$4,919,308	\$4,502,363	\$4,540,068	\$5,175,438	\$5,299,983	\$5,577,048	\$6,152,563	\$4,749,256	-22.8%	-11.4%
Less: Employee Premium	\$2,943,745	\$2,833,043	\$2,775,423	\$3,912,384	\$4,926,035	\$6,156,670	\$6,169,046	\$6,138,714	\$6,295,483	\$6,485,829	\$7,050,034	8.7%	139.5%
Net Cost	\$33,469,956	\$31,197,462	\$34,405,788	\$29,495,029	\$24,666,488	\$22,014,405	\$25,689,664	\$31,999,671	\$29,150,478	\$39,368,517	\$36,282,139	-7.8%	8.4%
Member Type													
Total # of Members	8,120	7,699	7,546	7,431	6,795	6,598	6,582	6,653	6,623	6,778	6,775	-0.1%	-16.6%
Benefit Eligible Employees (including COBRA) AVG	3,481	3,336	3,160	3,074	3,325	3,348	3,396	3,469	3,502	3,499	3,611	3.2%	3.7%
Cost per Employee (Full)	\$11,551	\$11,196	\$13,008	\$12,065	\$9,813	\$9,315	\$10,435	\$12,043	\$11,226	\$14,378	\$12,857	-10.6%	11.3%
Cost per Covered Lives (Full)	\$4,952	\$4,851	\$5,447	\$4,991	\$4,801	\$4,726	\$5,385	\$6,279	\$5,936	\$7,421	\$6,853	-7.7%	38.4%
Cost per Employee (Net)	\$9,165	\$8,896	\$10,461	\$9,192	\$6,977	\$6,120	\$7,095	\$8,745	\$8,324	\$11,253	\$10,048	-10.7%	9.6%
Cost per Covered Life (Net)	\$3,929	\$3,854	\$4,381	\$3,803	\$3,414	\$3,105	\$3,661	\$4,559	\$4,401	\$5,808	\$5,356	-7.8%	36.3%
Employee Share of Premium	7.3%	7.6%	6.8%	10.5%	15.1%	19.7%	17.4%	14.7%	16.0%	12.9%	15.2%	17.8%	
Employee Total Contribution	20.7%	20.5%	19.6%	23.8%	28.9%	34.3%	32.0%	27.4%	30.2%	25.1%	25.4%	1.2%	
Total Claims Trend		-7.1%	10.1%	-9.8%	-12.0%	-4.4%	13.7%	17.9%	-5.9%	28.0%	-7.7%	-7.7%	
Net Cost Trend		-6.8%	10.3%	-14.3%	-16.4%	-10.8%	16.7%	24.6%	-8.9%	35.1%	-7.8%	-7.8%	
Employee Trend (Full)		-3.1%	16.2%	-7.3%	-18.7%	-5.1%	12.0%	15.4%	-6.8%	28.1%	-10.6%	-10.6%	
Covered Lives Trend (Full)		-2.0%	12.3%	-8.4%	-3.8%	-1.6%	13.9%	16.6%	-5.5%	25.0%	-7.7%	-7.7%	
Employee Trend (Net)		-2.9%	17.6%	-12.1%	-24.1%	-12.3%	15.9%	23.3%	-4.8%	35.2%	-10.7%	-10.7%	
Covered Life Trend (Net)		-1.9%	13.7%	-13.2%	-10.2%	-9.0%	17.9%	24.5%	-3.5%	32.0%	-7.8%	-7.8%	
Total Rx Spend (including Specialty)													
PMPY				\$996	\$772	\$866	\$946	\$1,054	\$1,234	\$1,419	\$1,450	2.2%	
PEPY				\$2,338	\$1,751	\$1,919	\$2,083	\$2,275	\$2,642	\$3,014	\$3,176	5.4%	
Specialty Rx PMPY	\$164	\$166	\$144	\$200	\$233	\$293	\$241	\$351	\$481	\$705	\$751	6.5%	
Specialty Rx PEPY	\$275	\$388	\$343	\$484	\$529	\$649	\$531	\$757	\$1,029	\$1,498	\$1,645	9.8%	
Major Claims over \$50,000	\$10,176,723	\$10,508,199	\$13,159,917	\$8,951,453	\$7,349,975	\$7,551,254	\$10,002,439	\$14,664,166	\$12,379,999	\$19,395,973	\$17,161,926	-11.5%	
Major Claims Lives	91	89	90	86	76	75	74	106	110	139	145	4.3%	
Major Claims: % Covered Lives	1.1%	1.2%	1.2%	1.2%	1.1%	1.1%	1.1%	1.6%	1.7%	2.1%	2.1%	4.4%	
Major Claims: % Net Cost	31.9%	35.4%	39.8%	31.7%	31.7%	36.9%	41.5%	48.3%	45.1%	51.5%	49.6%	-3.8%	
Major Claims over \$500,000				\$653,375	\$0	\$0	\$1,964,875	\$2,770,553	\$1,481,649	\$2,640,456	\$1,815,386	-31.2%	
Major Claims Lives				1	0	0	3	2	2	3	1	-66.7%	
Major Claims: % Covered Lives				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-66.6%	
Major Claims: % Net Cost				2.3%	0.0%	0.0%	8.2%	9.1%	5.4%	7.0%	5.2%	-25.2%	
Medical Claims Per Member				9.5	11.3	10.6	10.3	11.1	10.9	11.1	11.2	0.8%	
Total \$ Per Medical Claim				\$283	\$284	\$280	\$331	\$375	\$337	\$436	\$396	-9.0%	
Medical \$ per Member				\$2,676	\$3,212	\$2,967	\$3,403	\$4,154	\$3,693	\$4,941	\$4,527	-8.4%	
Rx \$ per Member				\$720	\$772	\$866	\$946	\$1,056	\$1,238	\$1,453	\$1,484	2.1%	
Total \$ per Member				\$3,396	\$3,984	\$3,833	\$4,349	\$5,210	\$4,931	\$6,394	\$6,011	-6.0%	
Unclassified/Faculty Raise Pool (FY)													

This annual dashboard is prepared by Horan using data provided by Miami University, Humana and UMR. While Horan reviews the data provided for reasonableness and consistency, we cannot verify its accuracy.

6/3/2020

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

Reporting Update
Item 6**RATING ACTION COMMENTARY**

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

Wed 03 Jun, 2020 - 3:41 PM ET

Fitch Ratings - New York - 03 Jun 2020: Fitch Ratings has assigned ratings of 'AA' to the following bonds to be issued by Miami University (OH):

--\$130.0 million general receipts revenue and refunding bonds, series 2020A;

--\$101.0 million taxable general receipts revenue and refunding bonds, series 2020B.

Fitch has also affirmed Miami's Issuer Default Rating (IDR) at 'AA' and the ratings on approximately \$551.5 million of the university's outstanding general receipts revenue bonds at 'AA'.

The Rating Outlook is Stable.

The bonds are expected to price by negotiated sale in June 2020. Proceeds will fund approximately \$125 million toward strategic capital projects (clinical health science

6/3/2020

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

building and digital innovation building), current refund a portion of the outstanding series 2012 and series 2014 general receipts revenue bonds, advance refund the outstanding series 2011 general receipts revenue bonds, and pay costs of issuance.

SECURITY

General receipts revenue bonds are secured by a pledge of the university's general receipts, which are primarily composed of tuition and fees, net auxiliary revenues, revenues from educational activities, unrestricted gifts and investment income.

ANALYTICAL CONCLUSION

The 'AA' IDR and bond rating reflect Fitch's expectation that Miami will maintain very strong credit quality through both near term pressure related to the coronavirus pandemic and longer-term slower revenue growth prospects to which the university was already adapting. Miami has very strong student demand with a broad geographic draw, excellent and proactive cost management resulting in a history of robust cash flow, and decreasing capex needs after a period of substantial campus investment. The university also has a large resource base with strong debt service coverage offsetting its relatively high debt load. These factors give Miami flexibility to address likely and potential revenue challenges over time.

The pandemic and related containment measures create an uncertain environment for the U.S. public finance higher education sector. Our forward-looking analysis is informed by management expectations and by Fitch's common set of baseline and downside macroeconomic scenarios. Fitch's scenarios will evolve as needed during this dynamic period. Currently, Fitch's baseline scenario includes a sharp economic contraction in the second quarter of 2020, with only sequential recovery starting in the third quarter. For higher education, the baseline case assumes that most residential campuses close for three to four months with sporadic closures thereafter. Given Miami's ratings in the 'AA' category, the Rating Outlook and rating sensitivities noted below also address potential rating implications under Fitch's downside scenario, which assumes a much slower economic recovery and prolonged or recurring coronavirus-related disruptions through fall 2020, with potential for extended lockdowns and additional sporadic campus closures into 2021.

6/3/2020

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

Miami has closed its campuses and shifted to online learning as of March 2020 and through the summer term as a result of the coronavirus outbreak. The university expects the financial impact of the pandemic to total approximately \$37 million through the fiscal year ended June 30, 2020 due to auxiliary refunds and other business activity losses, partially offset by limited cost reductions and federal stimulus funds. Confirmations through the June 1 deadline suggest a relatively stable incoming class for fall 2020, but lower international enrollment and expected reductions in state operating support will still pressure fiscal 2021 revenues.

The Stable Outlook, despite potentially sizeable near-term revenue disruption, reflects Miami's strong fundamental market position, very strong operating cost flexibility and cash flow, proactive financial management with effective strategic planning, capital flexibility after a high level of recent investment and robust resource base with ample operating liquidity. Miami is currently planning for various scenarios and contingencies over the next academic year. Fitch expects these strengths will allow the university to maintain a credit profile consistent with the current rating level through expected revenue pressures under Fitch's baseline case and through potentially worse revenue pressure under Fitch's downside case.

KEY RATING DRIVERS

Revenue Defensibility: 'a'

Very Strong Fundamental Demand; Short-Term Revenue Pressure

Miami has a very strong market position and student demand with generally stable enrollment, a wide geographic draw and very high student quality. Short-term revenue disruption is expected through fiscal 2021 due to the university's high reliance on net student fees, including from non-resident students and high-margin auxiliaries. However, Fitch expects Miami will maintain very strong demand that, together with ongoing strategic investment in new programs, will support continued revenue growth over time. While historical revenue growth might suggest a stronger long-term assessment, the 'a' assessment incorporates somewhat slower long-term revenue growth prospects due to challenging regional population trends, shifting international demand and limitations on tuition increases for Ohio residents.

6/3/2020

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

Operating Risk: 'aa'**Robust Cash Flow and Limited Capex Needs Provide Significant Flexibility**

Fitch expects the university will maintain very strong cash flow despite pandemic-driven pressures. Miami has a track record of exceptional cost management and, before the pandemic began, had already accelerated a multi-year cost reduction strategy into fiscal 2021 to offset the expected slowdown in long-term revenue growth. This initiative, as well as further cost reductions and significant contingency plans to be included in the university's fiscal 2021 budget, should help the university maintain very strong Fitch-adjusted cash flow margins consistently 15% or better through Fitch's baseline or downside case. Capital spending needs are manageable after a recent period of significant investment. Beyond strategic academic projects funded with series 2020 proceeds, the university has strong flexibility to defer or reduce capex.

Financial Profile: 'aa'**Large Resource Base Offsets Debt Load**

Miami's financial position has improved steadily over time. Its solid resource base and ample operating liquidity provide a strong cushion to weather both longer-term changes in its operating environment and potential near-term stress related to the pandemic. Available funds (AF, cash and investments across the university and foundation, less certain restricted net assets and unspent bond proceeds) equal a strong 74% of adjusted debt (including Fitch-adjusted pension liabilities) as of June 30, 2019. Miami's resource base and leverage position will likely weaken somewhat through fiscal 2021 due to pandemic-related operating and investment stresses, but Fitch expects the university can, through management of both operating costs and capex levels, maintain AF-to-adjusted debt around 55% or better and AF-to-debt around 100% or better. The approximately \$125 million of new money expected in

6/3/2020

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

the series 2020 transaction is consistent with prior expectations and is offset by nearly \$180 million of pro forma principal amortization over the next five years.

ASYMMETRIC ADDITIONAL RISK CONSIDERATIONS

No asymmetric additional risk considerations affected the ratings.

RATING SENSITIVITIES

Factors that could, individually or collectively, lead to positive rating action/upgrade:

--Improvement in the university's leverage position such that AF-to-adjusted debt would consistently exceed 100% or better through a stress scenario could support positive rating action over time.

Factors that could, individually or collectively, lead to negative rating action/downgrade:

--Prolonged and severe revenue disruption, for example from extended campus closure and online learning through the full 2020-2021 academic year, that exceeds Fitch's downside case stress expectations and is not substantially offset by additional cost reductions, could negatively pressure the ratings.

--The university's excellent operating cost flexibility is a key support for the current ratings. Weakening of cash flow margins sustainably below about 15% could lower Fitch's assessment of operating risk and potentially drive negative rating action.

--Deterioration of Miami's leverage position such that available funds-to-adjusted debt falls sustainably below about 55%, potentially driven by severe investment losses, operating stress not balanced by cost adjustments, or unexpected expansion of capital and/or debt plans, could drive negative rating action up to a one-notch downgrade.

BEST/WORST CASE RATING SCENARIO

6/3/2020

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

International scale credit ratings of Public Finance issuers have a best-case rating upgrade scenario (defined as the 99th percentile of rating transitions, measured in a positive direction) of three notches over a three-year rating horizon; and a worst-case rating downgrade scenario (defined as the 99th percentile of rating transitions, measured in a negative direction) of three notches over three years. The complete span of best- and worst-case scenario credit ratings for all rating categories ranges from 'AAA' to 'D'. Best- and worst-case scenario credit ratings are based on historical performance. For more information about the methodology used to determine sector-specific best- and worst-case scenario credit ratings, visit <https://www.fitchratings.com/site/re/10111579>.

CREDIT PROFILE

Miami University is the second oldest public university in the state of Ohio, opened in 1824. The university serves nearly 20,000 students, primarily traditional full-time undergraduates and approximately 40% from outside Ohio, at its well-maintained main campus in Oxford, OH. The university serves over 24,000 students in total at Oxford, at its two regional campuses in Hamilton and Middletown, OH, learning center in West Chester, OH and campus in Luxembourg.

REVENUE DEFENSIBILITY

Fitch expects Miami's very strong demand and market position will likely support stable enrollment and continued net revenue growth over time, though the pandemic will likely cause notable pressure through fiscal 2021 due to the university's high dependence on net student fees for 78% of operating revenues, an approximately 40% total non-resident student base including approximately 12% international students, and typically strong cash flow contributions from auxiliary enterprises on the residential Oxford campus.

The university has maintained generally stable enrollment over time, with fall 2019 FTE totaling 22,094 at all campuses and 18,642 at Oxford. Enrollment at Oxford, which drives financial results, fell slightly (less than 1%) in fall 2019, after a long trend of incremental growth, due to softer international enrollment and an increasing trend of early graduations. Confirmations through the June 1 deadline suggest that the fall 2020 class is on track to be stable and similar to recent years,

6/3/2020

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

though net tuition revenue will likely decline due to lower international enrollment and expected softer retention through the pandemic.

Fitch considers Miami's student demand very strong based on its enrollment track record, although admissions metrics have historically been more moderate, including acceptance and matriculation rates around 80% and 20%, respectively. These metrics reflect some self-selection among applicants due to Miami's strong reputation and differentiated role within Ohio as a well-known liberal arts institution, as well as competition for non-resident students with other highly regarded institutions. In addition, the university has maintained a trend of larger incoming classes in recent years while maintaining very high student quality and retention rates.

Miami's very strong market position along with strategic program development should support generally stable enrollment over the long run, despite a shrinking traditional student population in Ohio and in certain key out-of-state regions. The university continues to develop new programs and tracks and has begun offering four-year degrees at the regional campuses to help offset unfavorable demographic trends.

Incremental growth in new programs and moderate tuition increases should drive continued, though slower, growth in net student revenues over time. In the near term, however, economic dislocation is likely to increase pressure on discounting and student aid, and lower numbers of full-pay international students will also pressure net revenues. Growth in in-state student fees is also constrained somewhat by the Miami Tuition Promise program, which guarantees flat tuition, room and board and other fees for four years for first-time undergraduates and ties increases between cohorts to inflation. The regulatory environment also limits pricing power, as the legislature has in recent years imposed explicit freezes or in-practice constraints on tuition and fee rates that would have applied to Miami had it not already implemented a four-year price guarantee.

Other sources including state appropriations (11% of revenue), gifts and investment returns (including a sustainable endowment draw) would typically help stabilize Miami's revenue base. However, such sources are unlikely to fully counter potential

6/3/2020

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

volatility in net student fee revenues and are also likely to be affected by the pandemic in the short run. In particular, the university is expecting a reduction in state support for fiscal 2020 and has experienced mild investment losses fiscal YTD.

OPERATING RISK

Miami has produced robust and very consistent Fitch-adjusted cash flow margins ranging from 19% to 22% over the past five years. Margins were already expected to compress slightly in coming years as revenue growth slows, but the pandemic will weaken performance more notably in fiscal 2020 and likely in fiscal 2021. Still, Fitch expects the university will maintain very strong financial performance, with cash flow margins around 15% or better, based on its demonstrated cost management capabilities and effective financial planning. In December 2019, the university had already accelerated a five-year expense reduction plan into fiscal 2021 to align cost growth with slower long-term revenue growth expectations. Miami maintains significant additional cost flexibility if necessary to offset potential revenue stress related to the pandemic and expects to make further cost adjustments in its fiscal 2021 budget to align with revenue expectations.

The university has significant capacity to reduce or defer capex beyond the bond-funded series 2020 projects. Miami invested heavily in capital improvements over the past five years, especially in replacing and renovating housing and dining facilities to support its freshman and sophomore residency requirement. Capital investment has totaled 270% of depreciation over this period, driving Miami's average age of plant down toward 12 years in 2019 compared to 14 years in 2015. After accelerating certain debt-funded projects for its housing and dining master plan as part of the series 2017 issuance, the pace of debt issuance is now set to slow, with no more planned debt related to housing and dining facilities. A portion of the series 2020 issuance is related to new facilities for key growth programs in clinical health sciences and digital innovation.

Work to address deferred maintenance needs will continue, but remaining cash-funded housing and dining improvements estimated around \$260 million through 2030 will be dependent on the university's financial performance and long-term need for that capacity. As a result, the university should comfortably be able to manage internally funded capital investment levels in line with financial

6/3/2020

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

performance and avoid depleting its resource base for this purpose. Miami also has strong fundraising support focused on both capital needs and scholarships. The university is now in the silent phase of a \$1 billion campaign which has raised nearly \$400 million to date.

FINANCIAL PROFILE

Fitch expects the university's resource base will weaken somewhat due to investment losses and revenue stress related to the pandemic, partially offset by expense cuts and deferral or reduction of capex. However, Miami's resource base provides strong flexibility to manage through the pandemic. Fitch expects that the university can maintain a leverage position in line with the current rating through significant stress, with AF-to-adjusted debt around 55% or better and AF-to-debt around 100% or better.

Miami's resource base has grown over time from retained cash flow, fundraising and investment returns. AF totaled \$902 million at June 30, 2019, up approximately 21% since 2015 despite heavy capital investment over that period. These resources provide a sound cushion relative to adjusted debt of 74%. The university's debt in 2019 was effectively flat to its 2015 level due to significant amortization that offset the series 2017 new money issuance. Fitch-adjusted debt of \$1.2 billion at fiscal year end 2019 consisted of \$659 million of general receipts bonds, premium and capital leases, and approximately \$554 million of Fitch-adjusted net pension liability. Approximately \$125 million of series 2020 new money will not affect Miami's leverage position, as the university has a front-loaded debt structure and expects to amortize nearly \$180 million over the next five years.

Liquidity and debt service coverage remain sound and present no asymmetric risk to the university's financial profile. AF covered operating expenses by a strong 138% in fiscal 2019, and Miami's robust cash flow generates solid debt service coverage that is likely to remain around 2x or better despite potential revenue stress.

In addition to the sources of information identified in Fitch's applicable criteria specified below, this action was informed by information from Lumesis.

6/3/2020

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

REFERENCES FOR SUBSTANTIALLY MATERIAL SOURCE CITED AS KEY DRIVER OF RATING

The principal sources of information used in the analysis are described in the Applicable Criteria.

ESG CONSIDERATIONS

The highest level of ESG credit relevance, if present, is a score of 3. This means ESG issues are credit-neutral or have only a minimal credit impact on the entity(ies), either due to their nature or to the way in which they are being managed by the entity(ies). For more information on Fitch's ESG Relevance Scores, visit www.fitchratings.com/esg.

RATING ACTIONS

ENTITY/DEBT	RATING		
Miami University (OH)	LT	AA	Affirmed
● Miami University (OH) /General Revenues/1 LT	LT	AA	Affirmed

[VIEW ADDITIONAL RATING DETAILS](#)

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APPLICABLE CRITERIA

[U.S. Public Finance College and University Rating Criteria \(pub. 26 Mar 2020\)](#)

[\(including rating assumption sensitivity\)](#)

[Public Sector, Revenue-Supported Entities Rating Criteria \(pub. 27 Mar 2020\)](#)

[\(including rating assumption sensitivity\)](#)

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Miami University (OH)

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6/3/2020

Fitch Rates Miami University, OH Series 2020 Revs 'AA'; Outlook Stable

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6/3/2020

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6/3/2020

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6/3/2020

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US Public Finance North America United States

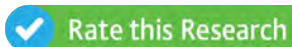


MOODY'S

INVESTORS SERVICE

CREDIT OPINION

28 May 2020



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Miami University, OH

Update to credit analysis

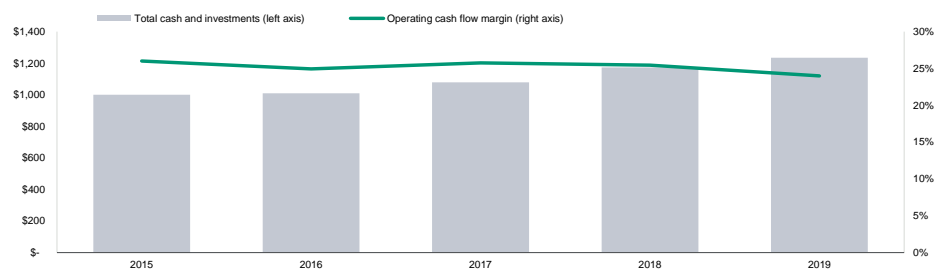
Summary

[Miami University's](#) (MU; Aa3 stable) excellent credit quality reflects its strong financial position, favorable student demand, and effective managerial oversight and governance. Ample liquidity covers 484 days of expenses which affords significant runway to manage through the current period of operational uncertainty. Similarly, substantial absolute wealth of \$1.2 billion provides for strong coverage of debt obligations. Despite continued business disruption, the university will sustain favorable operating performance given prudent fiscal oversight. Lastly, while considerable student market pressures persist, MU will maintain steady student demand given its favorable academic reputation and brand.

The university will manage through near-term operational and financial uncertainty driven by the coronavirus outbreak, a social risk under our ESG taxonomy given the substantial implications for public health and safety. The outbreak will strain both net student revenue and state funding, leading to a contraction in operating performance in fiscal 2020 and potentially fiscal 2021. In addition, investment market volatility and pressured macroeconomic conditions will dampen wealth and liquidity growth, and potentially drive increases to the already sizeable net pension liability. Favorably, the magnitude of operating performance weakening will be tempered by management's actions to pare spending along with an influx of federal aid.

Exhibit 1

Consistently excellent operating performance has driven solid financial reserve growth



Source: Moody's Investors Service

Credit strengths

- » Excellent liquidity covering 484 days of expenses and providing significant runway to manage through current operating uncertainty
- » Substantial \$1.2 billion of total cash and investments, and strong coverage of spendable resources to debt and expenses
- » Consistently favorable operating performance, illustrated by operating cash flow margins in the 24%-26% range over the last five years
- » Strong financial strategy and risk management provided by an effective administrative leadership team and board of trustees
- » Favorable student demand as an academically strong public university with \$690 million in operating revenue and a focus on undergraduate education

Credit challenges

- » Near-term operational and financial uncertainty driven by the disruption in business continuity tied to the coronavirus outbreak
- » Combined effects of highly competitive conditions, pricing limitations, and weak regional high school demographics adds strain to net student revenue
- » Substantial exposure to pension liabilities contributing to a high 2.4x total adjusted debt to operating revenue
- » Limited revenue diversity for a public university, with a 75% dependence on net student revenue from a mostly undergraduate student population

Rating outlook

The stable outlook for MU reflects its ability to adjust to the disruption in Moody's base case macroeconomic scenario due to its historically strong operating cash flow, excellent liquidity, and substantial scale. Should downside risks accelerate, the rating or outlook could be negatively impacted.

Factors that could lead to an upgrade

- » Significant strengthening in strategic positioning, reflected in material improvement in student demand, fundraising, and research activity
- » Substantial growth in absolute wealth, further strengthening coverage of debt and expenses

Factors that could lead to a downgrade

- » Significant weakening in student demand over a multi-year period
- » Sustained deterioration in operating performance or debt affordability

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on www.moodys.com for the most updated credit rating action information and rating history.

Key indicators

Exhibit 2

MIAMI UNIVERSITY, OH

	2015	2016	2017	2018	2019	2019 pro forma	Median: Aa Rated Public Universities
Total FTE Enrollment	21,077	21,769	21,894	22,243	22,094	22,094	29,353
Operating Revenue (\$Million)	631.8	649.8	670.1	691.8	689.9	689.9	1186.9
Annual Change in Operating Revenue (%)	5.4	2.9	3.1	3.2	-0.3	-0.3	3.2
Total Cash & Investments (\$Billion)	1.0	1.0	1.1	1.2	1.2	1.2	1.4
Total Debt (\$Million)	622.3	597.1	673.9	644.0	612.2	712.2	644.0
Spendable Cash & Investments to Total Debt (x)	1.2	1.2	1.2	1.3	1.5	1.3	1.4
Spendable Cash & Investments to Operating Expenses (x)	1.3	1.3	1.3	1.4	1.5	1.5	0.7
Monthly Days Cash on Hand (x)	266	284	295	285	484	484	169
Operating Cash Flow Margin (%)	26.0	24.9	25.8	25.5	24.0	24.0	11.2
Total Debt to Cash Flow (x)	3.8	3.7	3.9	3.7	3.7	4.3	4.7
Annual Debt Service Coverage (x)	3.3	3.4	3.2	3.1	2.9	2.9	2.9

Source: Moody's Investors Service

Profile

Established in 1809, Miami University is a large public university recognized for its commitment to undergraduate teaching. Its main campus is in Oxford, Ohio, about 35 miles north of Cincinnati. It also maintains two regional campuses and two centers. In fall 2019, the university enrolled 22,094 full-time equivalent students, about 92% of which were enrolled at the undergraduate level. Fiscal 2019 operating revenue was a sizeable \$690 million.

Detailed credit considerations

Market profile: favorable undergraduate student demand despite considerable market challenges

MU's highly regarded regional brand and academic reputation will contribute to continued favorable student demand and stable enrollment. A large public university, MU enrolled 22,094 primarily undergraduate full-time equivalent students in fall 2019, up slightly from its fall 2015 total. The university is partly insulated against the state's declining numbers of high school graduates given its sizeable and growing share of out-of-state students. About 38% of full-time equivalent students were from outside of [Ohio](#) in fall 2019, compared to 32% in fall 2015. While sector-wide enrollment uncertainty remains for fall 2020 given continued business disruption, the university reports that the number of deposits is in-line with its goal. It is targeting 4,000 first year freshman students for fall 2020.

An uncertain enrollment environment, highly competitive conditions, and tuition pricing restrictions will suppress net student revenue growth for fiscal 2021. Similar to other Ohio public universities, MU offers a tuition promise guarantee whereby tuition, fees room/board are fixed for eight consecutive semesters for each incoming cohort. Increases for each incoming cohort are determined by the university in accordance with state approved maximum increases. Effectively managing net student revenue is important given that it accounts for 75% of total operating revenue.

Operating performance: consistently robust operating performance driven by strong financial management

Prudent financial planning and oversight will help the university sustain favorable financial operations despite material business disruption over an unknown duration. Over the last five years, operating cash flow margins were in the very strong 24%-26% range, which bolstered financial reserves and provided resources for strategic reinvestment. A substantial revenue base of \$690 million provides for ample opportunities to trim costs without harming core programming.

The university's operating performance will soften in fiscal 2020 and potentially fiscal 2021 because of declines in its two primary revenue sources - net student revenue and state funding. Favorably, the magnitude of weakening will be tempered by actions taken by management to pare spending along with an influx of revenue from federal aid packages. Even with this weakening, the university's operating performance will be substantially better than similarly rated public university medians.

Considerable state funding declines are likely to materialize for fiscal 2021 and potentially beyond. While credit negative, MU is better positioned to manage through this decline compared to many other Ohio public universities given just an 11% dependence on state funding. Still, state operating support totaled a significant \$74 million in fiscal 2019. In addition, the state has been historically generous in providing capital support, contributing \$63 million to the university over the last five years.

Wealth and liquidity: substantial wealth and liquidity provides significant operational flexibility

Substantial absolute wealth and liquidity provides significant runway to manage through the current period of operational uncertainty. In fiscal 2019, total cash and investments of the university and supporting foundation amounted to \$1.2 billion. Over the last five years, total cash and investments increased by a significant 24%, with growth primarily driven by retained cash flow.

Financial reserve accumulation will slow over the near-term given stress on each of the primary growth drivers. Excess cash flow will soften in fiscal 2020 and potentially beyond. In addition, with recent investment market volatility and widespread economic disruption, endowment returns and philanthropic support will be tempered. Still, a strong operating reserve affords significant flexibility to cover unanticipated costs and potential revenue loss. Spendable cash and investments provided 1.5x coverage of expenses in fiscal 2019, more than double the Aa3-rated public university median of 0.7x.

Liquidity

A recent shift to more liquid asset classes further bolstered an already strong unrestricted monthly liquidity position. For fiscal 2019, absolute monthly liquidity of \$732 million covered 484 days of expenses, substantially higher than the Aa3-rated public university median of 154 days. Exposure to potential liquidity risks is modest given favorable financial operations and a conservative debt structure.

Leverage: strong debt affordability and favorable financial reserve coverage of direct debt

MU will maintain manageable financial leverage and excellent debt affordability. For fiscal 2019, spendable cash and investments covers pro forma direct debt by 1.3x, which is not materially different from peer public university medians. Similarly, pro forma debt to cash flow of just 4.5x indicates ample ability to cover debt obligations from operations. However, when incorporating the university's pension exposure, its leverage metrics are considerably weaker. Total adjusted debt to operating revenue was an elevated 2.4x for fiscal 2019. Favorably, beyond the current debt issuance, the university does not have any additional near-term borrowing plans.

Debt structure

MU has a conservative, all fixed rate debt structure with regular principal amortization. Over the next decade, the university will retire about 49% of pro forma debt. The Series 2020 bonds will be fixed rate and amortize over a twenty five year period.

Debt-related derivatives

There are no debt-related derivatives.

Legal security

All bonds are on parity and secured by a pledge of General Receipts, including virtually all legally available revenues with the exception of state appropriations and restricted gifts. In fiscal 2019, pledged revenues amounted to \$601 million. The bonds are further secured by the university's covenant in the General Bond Resolution to fix, make, adjust and collect fees, rates, rentals and charges and other items of General Receipts to produce General Receipts at least sufficient to pay debt service. There is no debt service reserve fund.

Pensions and OPEB

Similar to other public universities in Ohio, MU has very high exposure to postretirement benefit obligations through its participation in two statewide, cost-sharing, multiple employer defined benefit pension plans. The plans carry an outsized liability, as measured by its Moody's three-year average adjusted net pension liability (ANPL) of \$1 billion. As of June 30, 2019, these plans were just 55% funded on a Moody's adjusted basis. Recent investment market volatility tied to the coronavirus outbreak will worsen the funding status for the defined benefit pension plans.

While MU's contributions into the defined benefit pension plans are currently capped at 14% of covered payroll, increases to this contribution amount would add stress to its budget. The Ohio state legislature exerts significant control over pensions, setting contribution rates for the plans. Favorably, there is a demonstrated history of enacting changes to these plans to provide some relief

towards the long term liability. For example, the state recently eliminated the 2% annual cost of living adjustment, resulting in a material reduction in the plan's long term liability.

In fiscal 2019, the university reported an other post-employment benefit (OPEB) liability of \$81 million. OPEB benefits are provided through employee participation in the defined benefit pension plans.

ESG considerations

Environmental

According to Moody's affiliate Four Twenty Seven, MU's main campus location in Oxford, Ohio provides for elevated exposure to heat stress and extreme rainfall. As a result, both frequency and severity of hot days and heavy rainfall events will increase, adding potential for disruptions to campus operations and cost increases. Favorably, the university has extensive risk management practices and has implemented a number of strategies to reduce climate risk exposure.

Sustainability focused practices are embedded throughout the institution, which aligns with donor and student priorities. The university has made significant progress in achieving sustainability goals. For example, carbon emissions were reduced by 30% from 2008, an achievement of both reduced energy consumption and less dependency on fossil fuels. Further, since 2011, all new buildings and renovations are required to be constructed to achieve LEED gold or silver standards.

Social

We regard the coronavirus outbreak as a social risk under our ESG framework, given the substantial implications for public health and safety. Consistent with most universities, MU transitioned to a fully online curriculum during the spring 2020 semester. Although a significant departure from normal content delivery, this transition to online for resident students has been rather seamless. While the financial implications of the outbreak are not fully known, the university could experience losses in state funding and net student revenue. Favorably, significant unrestricted and liquid reserves will help mitigate the impact, although the duration of the outbreak remains unknown.

There are several other social considerations that are important credit elements for MU. Nearly two-thirds of students are from Ohio, a state forecasted to experience substantial declines in the number of high school graduates over the next decade. Favorably, the university's 6-year year graduation rate of 80% is substantially higher than the national average indicating responsible production. Additionally, MU is active in identifying and addressing issues that impact student well-being such as food insecurity.

Governance

Strong financial strategy and risk management practices helps mitigate the current period of unprecedented operational uncertainty. The university has developed plans based on multiple scenarios to sustain campus operations in fall 2020. A long track record of effective fiscal stewardship points to credit favorable management credibility and has helped create a very strong financial position, which provides capacity to absorb near-term business disruption.

University governance is vested with a seventeen member board of trustees that is responsible for general enterprise oversight. Specific examples of responsibilities include tuition/fee setting, budget oversight, and approval of new programs. Eleven trustees are appointed by the governor of Ohio, providing for strong ties to a state that is prioritizing increasing the number of citizens with postsecondary credentials. Historically, the board has been highly effective in carrying out its core responsibilities, as reflected by the university's strong credit quality.

Rating methodology and scorecard factors

The [Higher Education Methodology](#) includes a scorecard that summarizes the factors that are generally most important to higher education credit profiles. Because the scorecard is a summary and may not include every consideration in the credit analysis for a specific issuer, a scorecard-indicated outcome may or may not match an assigned rating. We assess strategic positioning on a qualitative basis, as described in the methodology.

Exhibit 3

Fiscal 2019 scorecard with pro forma incorporating \$100 million of new money debt Miami University

Scorecard Factors and Sub-factors	Value	Score
Factor 1: Market Profile (30%)		
Scope of Operations (Operating Revenue) (\$000)	689,901	Aa3
Reputation and Pricing Power (Annual Change in Operating Revenue) (%)	(0.3)	B1
Strategic Positioning	Aa	Aa
Factor 2: Operating Performance (25%)		
Operating Results (Operating Cash Flow Margin) (%)	24.0	Aaa
Revenue Diversity (Maximum Single Contribution) (%)	75.3	Ba1
Factor 3: Wealth & Liquidity (25%)		
Total Wealth (Total Cash & Investments) (\$000)	1,235,115	Aa2
Operating Reserve (Spendable Cash & Investments to Operating Expenses) (x)	1.5	Aaa
Liquidity (Monthly Days Cash on Hand)	485	Aaa
Factor 4: Leverage (20%)		
Financial Leverage (Spendable Cash & Investments to Total Debt) (x)	1.3	Aa2
Debt Affordability (Total Debt to Cash Flow) (x)	4.3	Aa1
Scorecard-Indicated Outcome		Aa3
Assigned Rating		Aa3

Data is based on most recent fiscal year available. Debt may include pro forma data for new debt issued or proposed to be issued after the close of the fiscal year.

For non-US issuers, nominal figures are in US dollars consistent with the Higher Education Methodology.

Source: Moody's Investors Service

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June 2020
EMSS WRITTEN REPORT
Brent Shock, Vice President

Early in March EMSS began conversations surrounding COVID-19 and how to best handle protecting our students and staff. On March 13th, our leadership met to look at what a possible work from home scenario would look like, and on March 16th, those conversations became our reality. As the work from home orders were put into place our leadership worked quickly to ensure that all staff would have the necessary equipment, networking and supplies to perform most, if not all, of their job responsibilities from home.

In 24 hours all but a handful of our staff were moved remotely and by the end of 48 hours, all 138 staff were equipped to work from home. This major move entailed making certain that all staff had the ability to video conference and setting them up on the jabber app to receive and make calls from their Miami phone number using their personal cell phone or their computer. The entire staff was introduced to Slack, an advanced instant messaging software which enables us to have individual **“conversations” and group “conversations” without the face to face interaction. All staff** adapted very quickly to the use of WebEx, Google Meet and Slack virtual meetings. There were two call centers that needed to move to remote usage and be fully functioning before staff in our One Stop and Admission could move to work from home. It was important to not have an any interruption in service to our students or prospects. At the end of 48 hours, all of the offices in EMSS were fully functioning offices, with call centers in place.

With the hard-work of every team member in EMSS we have been able to maintain a high standard of service to our current and prospective students. This could not have been possible without the high level of collaboration of EMSS staff, our partners across the University and **everyone’s** commitment to Miami.

Admission

Please refer to slides.

Center for Career Exploration and Success (CCES)

It is clear that students continue to need career development during the pandemic as many internships were impacted and hiring plans frozen as the economy changed. CCES completely re-engineered student support structure in light of COVID-19 and these changes were highlighted in a UCM news story titled, **“Navigating a Changing Job Market; Miami’s career center offers advice and support to graduates”**.

As soon as Miami shifted to remote instruction, CCES created a **“Opportunities with Employers” website to show students a real-time** list of organizations that are actively recruiting. In addition, they offered two new virtual career fairs allowing employers and students to connect via chat and video to discuss potential employment. Career advisors also called known seniors without a confirmed plan following graduation to help them with their job or pursuit of additional education and this outreach will continue through the summer. They outreached to other high priority groups as well.

CCES made proactive efforts to understand the hiring plans of the top employing organizations for our students by holding an Employer Virtual Town Hall during the second week we were remote. We also cultivated new job/internship postings by partnering with Parent and Family programs and the Alumni Office. For parents, we **enacted the “Parents as Career Partners” initiative** to explain how parents could help their students and to explain how they can share job and internship openings offered at their own organizations. Alumni also received a newsletter asking them to support Miami students in light of the sudden change to the job market by posting opportunities from their organizations as well. Both efforts yielded numerous relationships with organizations that had never posted jobs with Miami previously.

CCES spun up innovative ways to reach and prepare students in ways that students prefer. Many of the traditional workshops related to resumes, interviewing, job searching and more converted to short, Instagram Live sessions. In addition, VMOCK, software system that leverages technologies like data-science, artificial intelligence, and natural language processing to provide fast, personalized resume feedback based on criteria gathered from advisors, employers and global best practices, yielded over 700 student users during the spring term.

Bursar

The Bursar Office worked to issue credits and refunds for housing and meals to our current Miami students. They continue to work hand in hand with our Student Financial Assistance (SFA) office to distribute money provided under the CARES Act.

Student Financial Assistance

In April, SFA transferred \$300,000 from unexpended, our federal share of federal work-student to SEOG and awarded 600 students who had worked on campus during the spring semester (earning work-study) \$500 grants. The ability to do this was provided by legislative changes by the US Congress.

As of June 5, 2020, SFA has distributed \$1,602,600 of funds to 854 Miami students under the CARES Act. These funds are awarded in cycles, with each cycle being contingent on remaining funding.

One Stop Services

During our work from home status, the One Stop has continued to give the high-level service our students have become accustomed to over the years. The office has responded to approximately 8,000 emails and answered 9,195 incoming calls to their call center since March. With the move to a virtual orientation, the One Stop shifted their in-person presentation to an electronic presentation and offered individualized phone appointments for incoming families and students. The first date for these

appointments, June 8th, has been filled and they will continue to outreach to students and families who have questions and need assistance.

Office of the University Registrar (OUR)

To allow students an opportunity to return home and acclimate to online, remote **learning, the University's credit/no credit and course** withdrawal policies and deadlines were relaxed and extended to allow students additional time to assess their ability for success in their courses. Students were permitted to choose, without the normal restrictions, the credit/no credit grade mode for any course approved for this option through the last day of Spring semester classes, resulting in 10,316 students opting to take 22,029 courses for credit/no credit.

Fall 2020 registration was moved back to late April to allow academic departments an opportunity to adjust course offerings in light of Academic Affairs guidance on the upcoming fall semester and to ensure students had the most up-to-date courses offerings from which to choose a fall course schedule.

In May, OUR awarded 4,122 degrees and certificates to our Miami students.

As we continue to look towards what a fall semester looks like at Miami, this office continues to adapt and provide guidance on what is possible and how it impacts financial assistance, credit hours, etc.

The implementation and changes that this office has been responsible for would not have been possible without the working relationship and partnership with SFA, IT Services and Academic Affairs.

Student Success Office

This past year our Student Success Office assisted in distributing 61 laptops through our F5 program to students who either did not have the financial means to purchase a laptop or could not afford a repair to their laptop. These were de-commissioned laptops donated by various divisions in the University. They provided 44 students with housing assistance and 18 students with meal swipes. This office also assisted SFA in distributing emergency debit cards to those students who needed financial assistance for food, bills, etc., and remained on campus during remote learning.



University Advancement Report

Tom Herbert, J.D.

Senior Vice President, University Advancement
President, Miami University Foundation



MIAMI UNIVERSITY

Presentation Outline



- FY'20 Fundraising Results

- COVID-19 and the \$1B Campaign

\$1B Campaign Progress Report



- Goal: \$1 billion

- Raised to date: Approx. \$380.0 million (\$38% of goal)

\$1B Campaign Progress



	Gifts	Pledges	Total	Present Value
Bequests (outstanding)		158,119,707.42	158,119,707.42	87,346,967.00
Cash			-	
cash, checks, credit cards, EFT	52,362,527.68	101,039,299.35	153,401,827.03	
stocks, securities	6,051,323.05	356,614.79	6,407,937.84	
payroll deduction	290,532.09	241,207.91	531,740.00	
matching gifts	1,276,226.71	-	1,276,226.71	
realized bequests	11,679,554.31	-	11,679,554.31	
Other camp commitments	-	22,685,469.64	32,385,469.64	
Planned Gifts				
insurance premium	165,972.50	1,533,323.48	1,699,295.98	
lead trusts	2,000.00	1,035,848.00	1,037,848.00	
externally managed	166,712.04	4,580,000.00	4,746,712.04	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	709,183.92
Grants	11,295,083.06	-	11,295,083.06	
Gifts in Kind	3,865,070.89	-	3,865,070.89	
Real Estate	-	-	-	
Other	16,860.22	-	16,860.22	
SUB TOTAL	91,117,507.27	292,091,470.59	383,208,977.86	
<i>manual adjustments</i>			<i>(3,192,316.00)</i>	
REPORTED TOTAL			\$380,016,661.86	

>> \$1B Campaign Progress Report



- Campaign Current State
 - Silent phase – 4 years complete by June 30th, 2020
 - Approx. \$390 million by July 1st, 2020
 - Time frame – July 1st, 2016 - July 1st, 2024 or 2025
 - 8-9 years

FY'20 Fundraising Results



- Goal: \$100 million

- Raised to date: \$49.7 million (\$50% of goal)

FY'20 Fundraising Results



- 17 Principal and Leadership Gift solicitations totaling \$81 million delayed until FY21

- 1,673 Substantive Contacts by Development staff
 - 505 emails, 376 phone calls, 96 virtual meetings, 696 stewardship contacts

FY'20 Fundraising Results



	Gifts	Pledges	Total	Present Value
Bequests (outstanding)		15,660,051.00	15,660,051.00	11,624,432.00
Cash			-	
cash, checks, credit cards, EFT	11,256,492.74	10,271,172.00	21,527,664.74	
stocks, securities	1,948,452.00		1,948,452.00	
payroll deduction	62,538.18	112,555.12	175,093.30	
matching gifts	296,541.85		296,541.85	
realized bequests	2,243,677.17		2,243,677.17	
Other camp commitments		4,450,000.00	14,150,000.00	
Planned Gifts			-	
insurance premium	10,219.26		10,219.26	
lead trusts	-		-	
externally managed	-	20,219.00	20,219.00	
charitable gift annuities	-		-	
charitable remainder trusts	-	601,432.64	601,432.64	26,432.64
Grants	2,750,708.23		2,750,708.23	
Gifts in Kind	325,205.88		325,205.88	
Real Estate	-	-	-	
Other	-	-	-	
SUB TOTAL	18,893,835.31	31,115,429.76	50,009,265.07	
<i>manual adjustments</i>			<i>(336,800.00)</i>	
REPORTED TOTAL			\$ 49,672,465.07	

FY'20 Cash Received



- Goal: \$40 million
- Raised to date: \$33.6 million (84%)
- Cash to endowment: \$19.1 million

>> Next Normal for the campaign



COVID-19 PANDEMIC and the \$1B campaign

Next Normal for the campaign



- Economic Outlook
- Effect on Fundraising
- Campaign Recommendation and Next Steps

Next Normal for the campaign



Economic Outlook

- Worst economy since the Great Depression
 - Unemployment estimated to reach 25% by Goldman Sachs
 - GDP expected to shrink dramatically
 - *Fed to issue an update on June 10th*
 - *Fell 4.8% in the first quarter*
 - Predicted to ultimately be a “next normal” not “back to normal”

Next Normal for the campaign



Economic Outlook

- Predicted to be a “u shaped” recovery
 - Great Depression’s economy took 10 years to fully recover
 - US now has much better fiscal policy + vaccine development
 - Global economy more advanced and integrated
 - Most predictions are **2-4 years** to fully recover from pandemic

Next Normal for the campaign



Effect on fundraising

- Historically philanthropy is approx 2% of GDP
- Donor “economic reset”
 - Net worth and spending habits
 - Highly dynamic markets for the foreseeable future
 - National Savings Rate jumped to 13.1% in April
Highest in 39 years

Next Normal for the campaign



Effect on fundraising

- Charitable Foundations change in balance sheets

- Many corporations more cautious to create partnerships
 - *Earnings of many are suffering; others gaining*

Next Normal for the campaign



Effect on fundraising

- Traditional development tactics in question
 - Travel to see donors and prospects?
 - Hosting small dinners?
 - Peer to Peer volunteer solicitations?

>> Next Normal for the campaign



Effect on fundraising

- Miami University specific
 - Adjustment in priorities?
 - Scholarships most attractive in this environment?

>> Next Normal for the campaign



Campaign Options

- Keep the current \$1 billion goal but extend timing
- Reduce goal and keep current timing

Next Normal for the campaign



Campaign Recommendation

- Keep the current \$1 billion goal but extend timing
 - Stay focused, bold and aggressive – some donors will have made \$\$
 - Is in keeping with Miami's overall posture and approach
 - Right message to alums/donors/prospects
 - Strategies will need to adjust in the short-term
 - Focus near term needs
 - Student Emergency Needs
 - Scholarships

Next Normal for the campaign



Campaign Recommendation

➤ Longer Term

- Economy will improve and fundraising for priorities can be expanded
- More traditional fundraising will return, and
- Will be augmented by the more accustomed use of technology

>> Thank you!



News and Updates

Division of Student Life • June 2020 • Special Edition

Community and belonging • Diversity and inclusion • Student transitions • Academic support
Health and wellness • Engagement and leadership

Instead of our typical June report highlighting the entire academic year and sharing year-end data, this month's Student Life report focuses on how the division pivoted some of our services, resources, and programs to continue meeting student needs in a remote learning environment during the COVID-19 pandemic.

Coordinating Move Out

The **Office of Residence Life** facilitated the move-out of approximately 7,500 students over the months of March, April, and May. About 1,500 residents left campus in March prior to Miami's announcement of remote learning for the remainder of spring semester. These students had not completed the move-out process and still had belongings in their residence hall room. In April and May, Residence Life worked with the Campus Services Center to provide a process for students returning to campus to retrieve their belongings in a safe, coordinated way. When the halls closed in March, about 230 students were unable to return home and stayed on campus for the remainder of spring semester. These exceptions were granted based on visa status, financial constraints, and other personal considerations.

RedHawks Remote Website

Shortly after Spring Break, the Division of Student Life launched a website compiling the many opportunities, events, resources, and services offered virtually through the division. The site includes academic resources such as remote tutoring and supplemental instruction (more information below), online workshops, and an accessibility toolkit developed by the **Miller Center for Student Disability Services**. It also includes services and programs related to health and wellness, like the H.O.P.E. Line, EdLogics, and virtual Campus Care clinics with **Student Counseling Service**. There are several engagement opportunities on the site as well, including a current list of upcoming virtual events, how to engage in socially distant service, and even virtual jigsaw puzzles. The site can be found at MiamiOH.edu/RedHawksRemote.

Remote Tutoring and Academic Support

Shortly after Miami announced the transition to remote learning, the **Rinella Learning Center** developed a *Guide to Remote Learning*, which was emailed to all students in March and posted to the Rinella website.

They also established three remote options for students seeking content-specific academic assistance.

- Through a newly established partnership with **Tutor.com**, they were able to provide remote tutoring with professional tutors (206 sessions).
- They also offered remote tutoring with Rinella's highly trained **peer tutors** (676 sessions).
- **Supplemental Instruction** (help sessions for specific courses) was converted into a virtual service, using Tutor.com's platform with chat, a virtual white board, and video (3,434 in attendance).

Additionally, Rinella's online self-directed workshops continued to be available on topics such as critical reading strategies, organizing your life, managing stress, motivation and procrastination, and more.

M ADJUSTING YOUR STUDY HABITS
FOR A REMOTE LEARNING ENVIRONMENT
RINELLA LEARNING CENTER

1. PLAN AHEAD

We recognize that you may be managing a lot of different responsibilities right now - traveling home, making arrangements with loved ones, etc. Planning ahead will allow you to ensure all your academic responsibilities are met, and will help you feel a greater sense of control during an uncertain time.

ASSIGNMENTS
Are tests still coming on as usual within your classes? Do you still need to work on major projects due at the end of the semester? Thoroughly review the syllabus and Canvas site for each of your courses to get a good sense of what your workload for each class will be.

TRANSITIONS
How does your professor expect you to stay engaged via the remote format? Getting a sense of how each class will operate remotely will allow you to plan more efficiently. For example, if your professor expects attendance at video lectures, you must plan to be available during those times, just as you would during a face-to-face meeting.

HELP RESOURCES
Learn your professor's preferred modes of contact during this period of remote learning - this will help when it comes to asking questions and keeping in touch. Look into additional resources offered by the university. The university is committed to supporting you academically, and many services are available remotely.

2. GET ORGANIZED

Just as with face-to-face coursework, learning remotely requires you to stay organized and keep up-to-date on recent developments within your courses. There are many tools you can help you to become more organized during this transition.

TRACK.
Tracking changes, assignments, due dates, and all other important data related to your classes is essential to having organized. Why not create a table that collects all this information in one location? The template here might be useful as you try to organize your remote coursework.

PRIORITIZE.
Determine what's most important to get done right away, vs. what's less urgent, but still significant to be done over a longer period of time. Many folks find the following table helpful for determining what's URGENT (what needs to be done right away) vs. what's IMPORTANT (a significant pressure within your course).

FIND A RHYTHM.
When will you do your work? Where will you do it, and what amount of time/energy do you need to complete it efficiently? Try to identify a strong routine you can follow that will allow you to complete homework and course responsibilities with regularity, creating a strong routine will help make everything feel habitual. Consider following this template for blocking off your schedule.

URGENT AND IMPORTANT
URGENT BUT NOT IMPORTANT
IMPORTANT BUT NOT URGENT
NEITHER URGENT NOR IMPORTANT

The Guide to Remote Learning can be found on the Rinella Learning Center website at MiamiOH.edu/Learning.

The Division of Student Life: Learning. Growth. Success.

STUDENT LIFE REPORT

Physical and Mental Health

Physical Health

Student Health Services, managed by TriHealth, has remained open with essential personnel since mid-March, completing 1,294 clinician visits in March and 162 in April. Staff are holding limited in-person appointments and conducting daily temperature screenings for essential Miami employees. In June, they began piloting telemedicine visits and will likely adopt the model as an option for students even after the pandemic. Students need an active MyChart account to take advantage of telemedicine visits.

Student Health Services has taken several precautions for clinical visits during this time, including asking patients to wear masks upon arrival, providing masks for those who do not have one, all staff wearing masks, deep cleaning twice a day, limiting visitors to the clinic, maintaining physical distancing, checking temperatures of all who enter the building, enacting a stringent cleaning policy between patients, and directing flow of traffic through the Health Services building to limit contact.

Remote Mental Health Support

The **Student Counseling Service** (SCS) quickly established remote mental health services for students after Miami ended in-person instruction. Counseling staff spent the first weeks of remote learning fielding calls and helping students find care at home, doing phone check-ins, and training staff so they could offer telecounseling.

Campus Care Program

By the end of March, Student Counseling Service had converted the Campus Care drop-in program to a virtual program with daily hours. Typically, the program operates at satellite locations around campus (e.g. King Library, Farmer School of Business). Campus Care is an option for students who want to consult with a trained mental health professional in a less formal and more convenient setting than a counseling appointment.

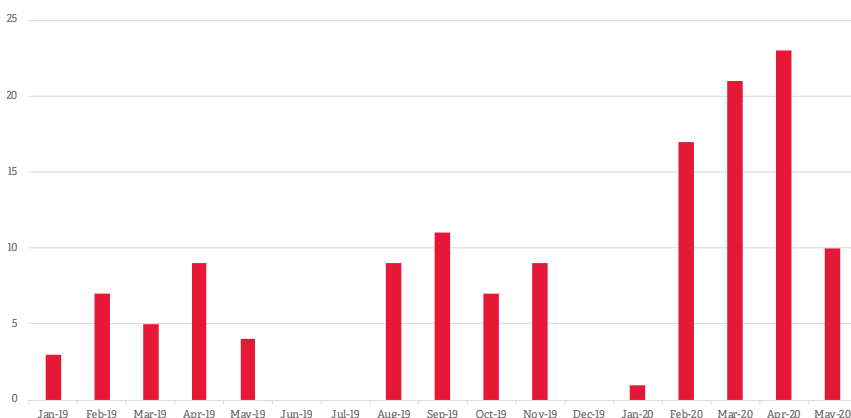
Telebehavioral Health

By mid-April, Student Counseling Service added telebehavioral health services for students physically located in Ohio (limited due to licensing regulations determined by the state). These services include real-time individual counseling and group therapy through Webex. In May, Student Counseling saw 245 individual telebehavioral health appointments and 3 group/workshop appointments. **Student Health Services** also began telemedicine visits with psychiatrist Dr. Auvil in April.

H.O.P.E. Line

Thanks to a generous gift to the University in January, Student Counseling Service extended its after-hours support to Miami students through ProtoCall, a national provider of on-call mental health services. The H.O.P.E. (Help Over the Phone Everywhere) Line is available 24/7 for one-on-one support for Miami students. This resource was particularly valuable as Miami transitioned to a remote format in the spring semester, allowing Miami to offer uninterrupted support for students. Student usage increased by 157% from spring semester (January through May) of 2019 to spring semester of 2020.

H.O.P.E. Line Student Usage



“I didn’t know you guys even had this service! And it was free! As soon as I saw ‘licensed therapists’ I knew that is what I needed b/c my friends just don’t cut it anymore. And the therapist was super nice and knew how to calm me down. I went from panic attack to de-escalated in 20 min. And I liked how when I called, they asked crisis screening stuff, but it felt less like a crisis line and that was what I was hoping for.”

-Senior student, female

STUDENT LIFE REPORT

Staying Engaged

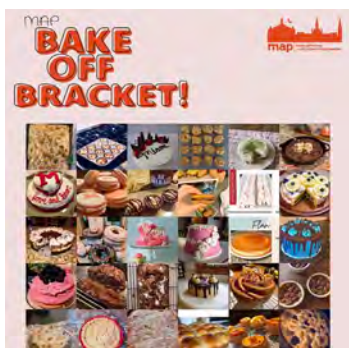
Programming

Student Activities and the Cliff Alexander Office of Fraternity and Sorority Life worked with Miami Activities and Programming to quickly plan weekly engagement opportunities for students in a remote format. Events were primarily held on Instagram and Webex. They included:

- “The Office” Trivia
- Wellness Wednesday: Yoga
- Pizza Giveaway
- Miami Afternoon Doodles
- College Cookoff
- Tiger King’s John Finlay Q&A
- Miami Bake Off Bracket
- Miami University Trivia
- Miami Beach Bingo

Attendance at these events totaled 1,642 students.

The office also hosted five virtual SEAL workshops on topics like organization finances and social media for student organizations for both organization members and leaders. 159 students attended a virtual SEAL Workshop.



Service and Community Impact

The **Wilks Institute for Leadership and Service** created a page on their website advising students on how to engage in socially distant or remote service opportunities.

Here are some ways students made an impact this spring:

- Olivia Mercio worked with a Cleveland brewery to help make approximately 4,000 meals a day for frontline health workers.
- Olivia Tilton sold prints of her artwork for a minimum donation of \$5. She donated all proceeds to Shared Harvest Foodbank for a total of \$221. With this donation, Shared Harvest was able to provide 1,768 meals.
- Madison McGirr continued her relationship with her Little Sister from the Butler County Big Brothers, Big Sisters program through phone calls and text during the pandemic.
- Business fraternity Delta Sigma Pi held their annual Michael Hayes 5k run virtually. Each year, the chapter hosts the Michael Hayes 5k to honor their brother who lost his life to cancer in 2004. Nearly 300 people participated in the virtual 5k, tracked through a Google form. The chapter raised \$3,600 for the Michael G. Hayes Fund, which provides funds to assist Miami students facing serious illness in paying out-of-pocket medical expenses while staying in school.
- Noah Wadley used his passion for photography to help the Class of 2020 by donating senior portrait sessions to those who hadn't had photos taken yet.
- Meghan Smith developed the idea of taking previously thrifted clothing and up-cycling them to be one of a kind clothing items. She sold items online and donated 70% of the profits to the W.H.O. COVID-19 Solidarity Relief Fund.



Burritos for frontline health workers. Photo by Olivia Mercio.



Student's artwork raised \$221 for a local foodbank. Photo by Olivia Tilton.

STUDENT LIFE REPORT

Year-End Celebrations

April and May are usually packed full with year-end celebrations, banquets, and award events for students. Although we were unable to come together in person, the Division of Student Life found creative ways to acknowledge and celebrate student contributions this spring.

SEAL Awards for Student Organizations and Leaders

Student Activities and the Cliff Alexander Office of Fraternity and Sorority Life held the annual Student Engagement and Leadership (SEAL) Awards Celebration virtually on May 6 via Webex. Ten student presenters announced awards via the “virtual stage.” A full list of the nearly 30 awards can be found on the Student Activities website; a recording of the ceremony is available on YouTube.



Drew Davis, Assistant Director for Business Operations in Student Activities

Lavender Graduation

Approximately 90 graduating students, friends, family, alumni, faculty, and staff came together virtually to celebrate and honor graduating LGBTQ+ students during Miami's 19th annual Lavender Graduation on May 9. Hosted by the **Center for Student Diversity & Inclusion**, the Webex event included messages from President Crawford, other administrators, and alumni, and individual videos for each graduate. Nine scholarships were presented to current students continuing the LGBTQ+ legacy of alumni. Members of the 1809 LGBTQ+ alumni board also welcomed students into the alumni family.

Residence Life gRAMmys for Resident Assistants

The **Office of Residence Life** posted their annual recognition ceremony on YouTube. The video was emailed to all resident assistants (RAs) and residential staff. Throughout the ceremony, nine RAs received awards. Staff also acknowledged contributions of 65 graduating students in the department. The list of award nominees and recipients is available on the Residence Life website.



Dr. Vicka Bell-Robinson, Director of Residence Life

Horizon Graduation

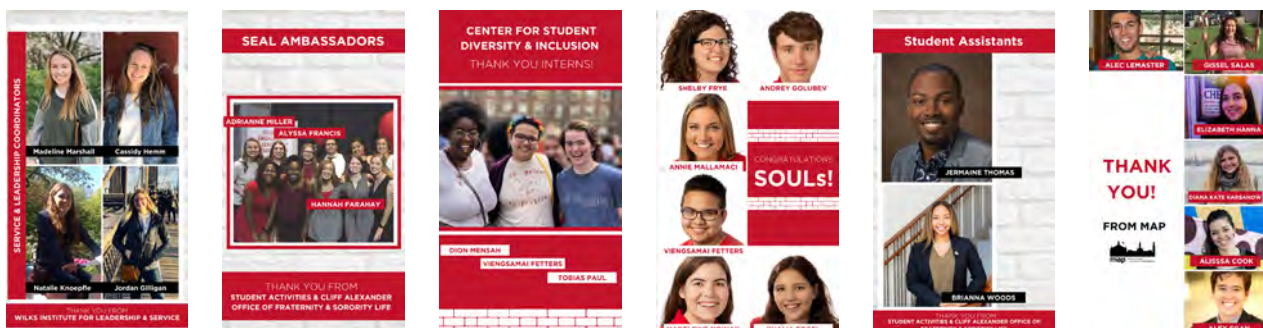
Horizon Graduation became a weeklong virtual celebration recognizing diverse student graduates on Instagram. The virtual event included messages from Miami alumni, speeches from student leaders, a recognition video, and social hour. The story is available as a highlight on the **Center for Student Diversity & Inclusion's** Instagram. Each of the 58 students who registered for the event will receive a gift package with a cultural stole, an alumni pin, a letter from Vice President for Student Life Jayne Brownell, and a booklet of graduate accomplishments.

President's Distinguished Service Awards

The President's Distinguished Service Award (PDSA) is presented to 15-20 graduating seniors whose service to Miami and/or the community is exceptional. Coordinated by the **Office of Parent and Family Programs**, the PDSA is typically celebrated with a ceremony in Kumler Chapel. This year, 20 PDSA recipients were recognized on social media throughout April. They also received a phone call, video message, and certificate from President and Dr. Crawford, and were highlighted in a news article shared broadly by Miami.

Graduating Student Leaders

The Division of Student Life posted an Instagram story during the week of graduation highlighting 61 graduating seniors, with messages of thanks and congratulations. The story received 25,669 impressions on Instagram and is available as a highlight on Student Life's Instagram (@MiamiOH_StudentLife). Sample slides are below.



STUDENT LIFE REPORT

Remote Summer Orientation

Pivoting Quickly

In light of the COVID-19 pandemic, the decision was made in late March to move the summer orientation program to a remote format. Summer orientation typically spans the month of June, with 18 day-and-a-half long sessions for students and their families. This year, the program was moved to Miami's learning management system, Canvas.

The **Office of Orientation and Transition Programs** (OTP) quickly developed a plan for orientation to include one-on-one academic advising, a robust role for Student Orientation Undergraduate Leaders (SOULs), and a format combining self-directed work and live meetings with advisors and SOULs. Throughout this process, they communicated with nearly 70 offices who contributed in various ways to summer orientation and provided a clear path to participation.

Academic Advising

Academic advising takes place Mondays through Thursdays between Wednesday, May 27 and Wednesday, July 1. Meetings are scheduled for 30 minutes via video calls on Google Hangouts. Students register for fall courses during an assigned time block on the Friday following their advising appointment.

During student registration times, academic advisors are available to answer questions via chat or to meet in a video call.

Additional Populations

New transfer students have a similar, separate site optimized for their unique needs. They also meet one-on-one with advisors and connect with student leaders as part of their orientation experience.

Families have access to online content through the **Office of Parent and Family Programs** website, as well as virtual Real Time Q&A sessions throughout the summer. Real Time sessions include general Q&As as well as several sessions dedicated to particular topics (e.g. living on campus, fraternities and sororities, understanding and paying the tuition bill, etc.).

18 Modules

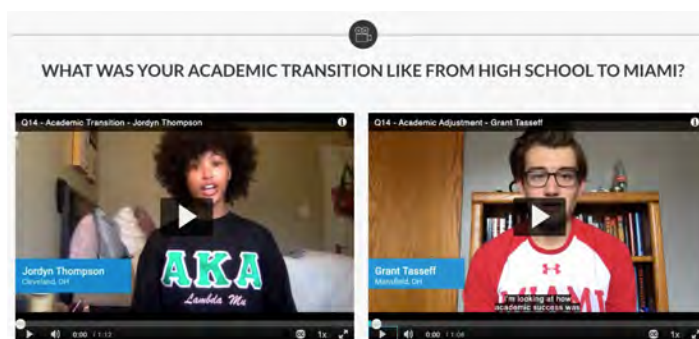
1. Getting started
2. Visit Miami virtually
3. Introduction to orientation
4. Campus resources and opportunities
5. Information for specific populations
6. Liberal education at Miami
7. Academic advising preparation
8. Your academic curriculum (specific to college of major)*
9. Academic exploration
10. Academic advising and registration*
11. Services on campus
12. Campus life
13. Transitioning to college
14. Student expectations and campus policies*
15. Connecting with your peers and your SOUL
16. Miami traditions and next steps
17. Surveys
18. Class of 2024 Hawk Herald

*Students are required to pass a "Check Your Knowledge" quiz after modules 8, 10 and 14 before moving on to the next module.



Our goal was to go beyond putting information online - we set out to design a comprehensive and engaging introduction to Miami. It was also very important that our design include connections with the faculty, staff, and student leaders that are often the highlight of orientation.

-Dr. Buffy Stoll-Turton, Director of Orientation and Transition Programs



Module 13 (Transitioning to College) includes a series of short videos from current students answering questions about their academic transition and time management, making friends and finding community, and personal and family transitions.



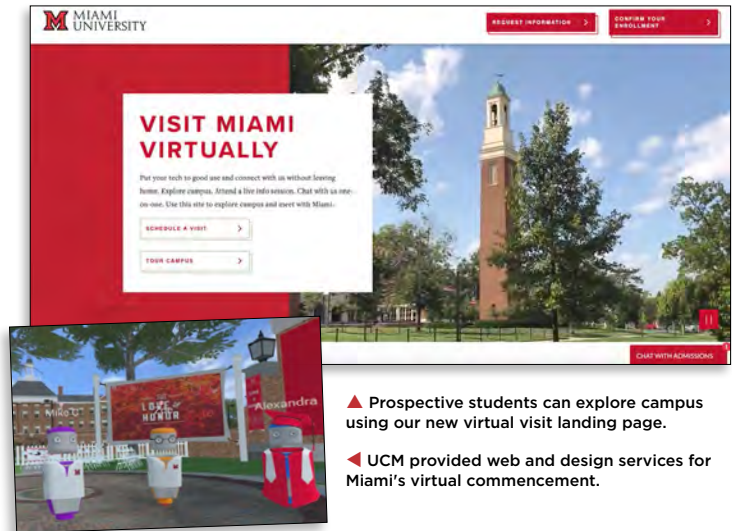
NEWS & UPDATES



University Communications & Marketing

JUNE 2020

ONGOING PROJECTS



▲ Prospective students can explore campus using our new virtual visit landing page.

◀ UCM provided web and design services for Miami's virtual commencement.

HIGHLIGHTING MIAMI'S CORONAVIRUS RESPONSE

UCM's news and content teams continue to curate inspiring and informative stories of Miami students, faculty, staff, and alumni responding to the COVID-19 outbreak and creating a new way forward. Visit our COVID-19 "Stories" site to read accounts that highlight Miamians supporting students, serving the community, and finding innovative solutions. [MiamiOH.edu/coronavirus/stories](https://miami.edu/coronavirus/stories)

STUDENT VISIT EXPERIENCE GOES VIRTUAL

When on-campus visits were suspended in March, UCM developed new videos and collected and repackaged existing content to create an enhanced virtual experience, featuring video tours of the Oxford campus, 360-degree

image galleries, information sessions, and live Q&A sessions with student panels. Prospective students can also use the site to connect with Miami professors, academic advisors, career counselors, and OneStop staff. [MiamiOH.edu/visit](https://miamiOH.edu/visit)

'FROM NOW ON' WINS TELLY AWARD

"From Now On," a campaign that tells the stories of Miami students, faculty, and alumni who are fearlessly shattering expectations and inspiring the transformation of the world around them, has earned a 2020 Telly Award. The custom theme song earned the Bronze Telly Award in the Regional TV: Music/Jingle category. More than 13,000 entries were submitted this year. The song and accompanying video were inspired and edited by UCM, produced by Paul

Wright III, and performed by Hope Murphy. [MiamiOH.edu/fromnowon](https://miamiOH.edu/fromnowon)

IMMERSIVE VIRTUAL COMMENCEMENT A SUCCESS

UCM partnered with the President's Office, Subvrsive (with co-founder Austin Mace '15), IT Services, and all of Miami's academic divisions to produce a virtual commencement in May. While Subvrsive created the immersive virtual reality environment, UCM's web and design teams produced the recognition pages for this year's graduates and the templates to decorate their own mortarboards. More than 103,000 people viewed at least one of the ceremonies on various digital platforms.

EXPANDING OUR YIELD EFFORTS

In an effort to make our print publications stand out and have a greater impact, UCM created new print materials to help yield this fall's incoming class. Among them: a series of brochures highlighting Miami's academic divisions, a "Do More" brochure featuring students' ability to explore more at Miami, and a puzzle mailed to students to put together with their families.



UCM'S GOAL To establish and grow Miami University's influence, reputation, and ranking as a leading public university that prepares students for lifelong success in a vibrant campus community that values academic rigor, character, intellect, and serving the public good. Miami University's success depends upon messaging and visual identity strategies that are compelling and consistent across all communication outlets in order to grow enrollment and increase brand awareness.

Marketing by the Numbers

February 1 - June 8, 2020

SOCIAL MEDIA

23M


Total social media impressions on the university's primary accounts

 2.3M  10.4M

 9.3M  1M

967K

Total social media engagements

 106K  285K

 536K  40K

WEBSITE

1.4M

New website visitors

8.8M

Website page views

CONVERSION TRACKING

1.7K

Common App Apply clicks

5.1K

Schedule a Visit clicks

5.2K

Request for Information clicks

5.3K

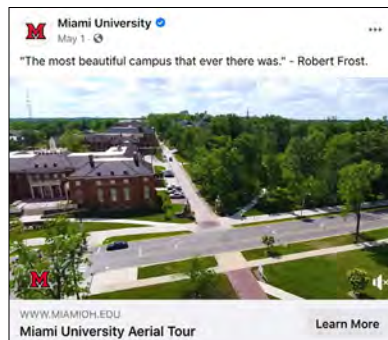
Yield: Confirm Enrollment clicks

26.8K

Virtual Visits

Social Media Top Highlights

February 1 - June 8, 2020



News by the Numbers

February 1 - June 8, 2020

72

News media pitches

21M

News reach

5.1K

News mentions

\$5.6M

PR value

22

National news media mentions

► Miami was mentioned in everything from *USA Today*, *The Washington Post*, and *ESPN* to *NBC News*, *The Los Angeles Times*, and *CBS News*.

7.4K

Personalized student stories

3.1K

Press releases sent via Merit about students recognized for academic achievement

30.3M

Merit-generated impressions on social media