

**BOARD OF TRUSTEES
MIAMI UNIVERSITY
Minutes of the February 4, 2011 Meeting**

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

The meeting was called to order at 9:00 a.m. in Multipurpose Rooms B-C in the Phillip R. Shriver Center on the Oxford Campus with Mr. Donald Crain presiding. The Secretary of the Board called the roll and reported seven voting members present. In addition to the Board members, President Hodge, Vice Presidents Allison, Creamer, Jones, Skillings and Whitehead and members of the faculty, staff, student body and community were present. The Chair declared a quorum present for the purpose of transacting business.

Present:	Jagdish K. Bhati	Dennis A. Lieberman
	Lindsey Bullinger (Student Trustee)	Sharon J. Mitchell
	Donald L. Crain	David M. Shade (National Trustee)
	Thomas J. Grote	Matthew Shroder (Student Trustee)
	Sue J. Henry (National Trustee)	Harry T. Wilks
	David F. Herche	
Absent:	John S. Christie	
	S. Kay Geiger	

Executive Session

Upon recommendation of the Chair, Mr. Wilks moved, Mrs. Mitchell seconded, and by roll call vote the Board convened to Executive Session for the purpose of discussing personnel and conferring with General Counsel as provided by the Open Meetings Act, Ohio Revised Code Section 121.22. At 9:45 a.m. the Board adjourned the Executive Session and convened into the Public Business Session.

Approval of the Minutes of the December 10, 2010 Meeting

On a motion made by Mr. Herche and seconded by Mr. Grote, the minutes of the December 10, 2010 meeting were approved.

Consent Calendar

Upon recommendation of President Hodge, Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote the resolution on the Consent Calendar for the February 4, 2011 meeting was approved with seven Trustees voting in favor and none opposed.

Designation of Emerita/Emeritus

RESOLUTION R2011-29

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

Ruth Sanders
German, Russian & East Asian Languages

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

Clive F. Getty
Art

William A. Hazleton
Political Science

Neil B. Marks
Decision Sciences & Management Information Systems

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

Catherine M. Greene
Office of Alumni Relations/University Advancement

Anne M. Palmer
Office of Bursar/Finance & Business Services

Judy K. Waldron
Western College Alumnae Association/University Advancement

Arlene M. Werts
University Communications/Office of the President

Comments by the Chair

Chair Donald Crain's comments are recorded verbatim.

Good morning on this cold morning when our students are camped at the Goggin Ice Center to secure seats to watch Miami beat Michigan in the hockey games this weekend. What a great day!

Since the December 10 Board meeting when President Hodge delivered his response to the Strategic Priorities Task Force, significant work has occurred on many of the University's strategic priorities. Last month the Board's Academic and Student Affairs Committee and the Finance and Audit Committee heard updates on several initiatives. We'll hear more about them during the Committee reports, but I'd like to highlight a few.

The Deans are studying incentives to develop new courses and revenue opportunities. A committee is looking at on-line course delivery options. Another committee is studying opportunities for fee-paying graduate courses. The department of Housing, Dining, Recreation and Business Services is implementing a number of revenue-generating initiatives. The Physical Facilities Department is implementing significant energy-saving and cost-avoidance initiatives. The Accenture consulting contract team reviewing administrative and support services has commenced on campus. The bond program financing the initial phases of the student housing and dining master plan and the Armstrong Student Center was successfully issued. These projects will have a significant impact on Miami's future and our ability to attract and retain students. And a number of other activities are occurring that involve academic reorganization, curriculum, and the appropriate composition of the faculty.

I mention these initiatives to emphasize a point that has been made several times since the appointment of the Task Force last spring. Their report was never intended to be bound in a nice folder and placed on a shelf and forgotten. As John Christie said at our last meeting, the Task Force has laid out a plan for action for the next several years to strengthen Miami's mission and help us to anticipate and lead Miami into the future. The Board, especially through our committees, will continue to monitor our progress in implementing our strategic priorities.

On another note, I want to congratulate all those involved with Miami University's Scripps Gerontology Center for its designation as an Ohio Center of Excellence. The designation was announced on January 20 by Ohio Board of Regents Chancellor Eric Fingerhut at a special event held at the Knolls of Oxford which I was privileged to attend.

Ohio's Centers of Excellence, which are outlined in the 10-year Strategic Plan for Higher Education, position state institutions as magnets for talent and leaders in innovation and entrepreneurial activity, and the Scripps Center certainly meets that criteria. It was a wonderful event and a great tribute to the contributions the Center makes to the region, the state, and the nation.

As a Board we must today say goodbye to a few wonderful colleagues and friends. First, I want to acknowledge John Skillings, who has been serving as our Interim Provost and before that as the Special Assistant to the President for Enrollment Management. John also played a major role with the Strategic Priorities Task Force, especially in the public sessions. John, you have been our "roving administrator," our utility infielder, and our superstar. We cannot thank you enough.

Next I want to recognize Lindsey Bullinger, our valued Student Trustee who has been very active as our eyes and ears with the student body. She is an outstanding student, very active and engaged. She never hesitated to offer an opinion when requested, and she has always been a sound barometer of the student body and always

gave us sage advice. We understand she has just today been accepted at Syracuse University in their public administration program. She will have a wonderful career in whatever field she chooses. Lindsey, good luck to you and don't be a stranger.

Lastly, I want to recognize the incomparable John Christie, our departing Board chair. In describing John's work with the Board, I want to focus on one passage of the resolution of appreciation we will pass later in the meeting. The passage reads, "Whereas, Miami Trustees, faculty, staff and students will miss John's wisdom, advice, experience, counsel, common sense, and extraordinary sense of humor when he leaves the Board..." John's work as Chair was exemplary and a great example for any successor, but what stands out is that it came at a time when John had many challenges in his life and time was at a premium, but he was always there for Miami.

While recognizing those leaving, I also want to recognize and welcome those accepting new leadership positions at Miami. Welcome to our new Provost, Bobby Gempesaw, who will be with us at our next Board meeting. We also welcome David Ellis, our new Associate Vice President for Budgeting and Analysis. I also acknowledge the Board's new leadership team, with Sharon Mitchell as Vice Chair, Dennis Lieberman as Secretary, David Herche remaining as Treasurer, and me as the new Board Chair.

I want to thank the Board for your confidence in me and for this opportunity. Over the years I have been asked numerous times by individuals, both friends and family members, why I spend so much time in the pursuit of supporting Miami University. My answer is simple; it is very important to me because I have benefitted greatly from my undergraduate years at Miami University.

I can best express my thoughts and feelings on the honor of being Chair of the Board by relating a beautiful passage from a book written by Paul Brown in 1979 entitled *P.B. – The Paul Brown Story* where Paul Brown said about Miami, "My first day at Miami started a love affair with my alma mater that is as strong today as it was during my...years as a student. To get there on my first day, I had taken the train from Massillon to Hamilton, outside of Cincinnati, then boarded a bus for the ride to Oxford. The bus was filled with Miami students, and when the campus buildings came into sight, one of the students, who was a cheerleader shouted 'Crimson Towers, everybody up!' and the students stood up and began singing the school song. I didn't know the words, of course, but the fact that those students had such reverence and loyalty for their school that they were moved to sing the moment they saw it left its mark. Cynics see incidents like this only as Broadway or Hollywood musical-comedy material, but that really was the feeling students had for their schools back then, particularly for one as picturesque and as pleasant as Miami."

In addition, Mr. Brown went on to say about his years at Miami, "The school was everything I ever imagined college would be, and later, when I was coaching the Bengals, I was proud to serve a nine year term as a member of the Board of Trustees and to be honored with an honorary doctorate degree. I have always felt that I owed Miami something, and I've never refused any request from its administration."

I share those feelings with Mr. Brown and it is my hope that by serving in this role I can give back to this fine University in return for the many treasures that I have enjoyed as a result of my years on this campus. It is my greatest privilege to serve.

President's Report

President Hodge thanked and complimented John Christie for his service on the Board and remarked that as a first-generation college graduate Mr. Christie is an example of how transformative a college education can be for individuals coming from poor backgrounds. His service to Miami was not only a service to his alma mater, but also a service to all those people needing opportunity. Dr. Hodge also welcomed Mr. Crain to his new role as Board Chair and stated that he does not know anyone as loyal to Miami as Mr. Crain.

President Hodge stated that the past week's weather had been very trying for the campus, and he thanked the Physical Facilities staff for their efforts and dedication during the recent ice storm in clearing sidewalks, building entrances and campus roads to attain safe conditions for students, faculty and staff.

Dr. Hodge reported that the main level of the campus bookstore in Shriver Center had recently been renovated and the ground floor level is currently undergoing renovation. He stated that the renovation is a strategic and thoughtful initiative and will benefit the campus in the future. He commented on the pride the members of the Bookstore staff have in the new facility.

President Hodge reported that strategic planning implementation is well underway and specifically highlighted the Accenture contract and its comprehensive review of University administrative operations and services. The intent of the review is to challenge the way the University community thinks about and performs its operations and to consider how to constantly improve how business is done. He also stated that Accenture has a contract with the Inter-University Council of Ohio to look at shared services among campuses.

President Hodge announced that on Wednesday, February 9 the Inter-University Council is hosting Higher Education Day in Columbus and noted that Randi Thomas, Director of Institutional Relations, has over 20 Miami students scheduled to meet with legislators. The State of Ohio is facing a very daunting budget problem and much hard work lies ahead, but the goal is promote the idea that education is an investment in Ohio's future.

President Hodge shared his experiences in attending the GoDaddy.com football bowl game and congratulated the student athletes and coaching staff for their victory. He also expressed his pride in the manner in which the players and coaching staff conducted themselves in Mobile, Alabama and commented that he received several favorable compliments about the behavior of the team and coaches. Dr. Hodge noted that Don Treadwell has been appointed as the new football coach and he complimented Athletic Director Brad Bates and Deputy Athletic Director Jason Lener for their thoroughness and professionalism in conducting the search for a new coach.

President Hodge reported on several recognitions that Miami University has recently received. Miami was ranked eleventh among public universities for graduating students on time by CBS MoneyWatch, and the only Ohio public school on the list. Miami is ranked seventh among mid-sized universities for Peace Corps volunteers. Miami recently received the Carnegie Community Engagement Classification, one of 300 colleges and universities that have received this designation. Miami was also ranked first

in the nation among public universities for the proportion of students studying abroad. Dr. Hodge emphasized that this ranking is a result of a deliberate strategic priority to create out-of-the-classroom, immersive opportunities for students during their time at Miami. Similar to the study abroad opportunities are domestic programs, such as Over-the-Rhine in Cincinnati, the Inside Washington Program, and a newly-created program in San Francisco sponsored by the Armstrong Interactive Media Studies center.

President Hodge reported that Miami has received to-date 17,754 applications for next fall's first-year class, and this is a new record.

Dr. Hodge commented on the faculty promotion and tenure resolution on the agenda and stated that this is one of the most important decisions a university makes. President Hodge reported that he read all of the dossiers of the candidates for promotion and tenure and stated that he could not have been more impressed with the quality, accomplishments and credentials of the faculty members.

Academic and Student Affairs Committee Report

Committee Chair Sue Henry's report is recorded verbatim.

The Academic and Student Affairs Committee met on January 19, 2011. As usual, we opened the meeting with announcements.

We welcomed our incoming Provost Dr. Bobby Gemmesaw. Miami's Interior Design program has been ranked in the top ten nationally out of 30 programs by Design Intelligence magazine. Newsmax has ranked Miami as the best public institution in Ohio. The Carnegie Institute has ranked Miami's Oxford and Hamilton campuses as "Community Engaged Campuses" for service learning and service to the community. Elizabeth Stoll, our new director of student programs, received the 2010 Outstanding Orientation Professional Award from the National Orientation Director Association. Dr. John Kiss was awarded the Reynolds Distinguished Service Award from the American Society for Gravitational and Space Biology. Megan Marshall, a senior, was awarded a \$10,000 Astronaut scholarship. She is one of only 20 students nationwide to receive this award and Miami is one of only 20 institutions nationwide to even qualify for its students to be eligible for this scholarship. The Greek fraternity and sororities completed rush.

ASG: Vice President Barbara Jones reported on activities of the Associated Student Government (ASG). The ASG took moves to tighten up their financial situation by passing a Student Organization Accountability Act declaring that it would no longer accept the debt of other student organizations. And it adopted The Debt Relief Closure Act requiring a student group to pay off its debts before becoming eligible to receive student organization funding. ASG also asked the University to clarify which classes are sprint courses, is seeking to allow students to reserve library study rooms electronically and has asked the registrar to see if reading days before exam week could be built into the schedule.

University Senate: Provost Skillings reported that the University Senate has passed the preliminary proposal to adopt a Master of Arts program in Social Work in conjunction with Wright State University that will replace the Master of Arts in Family Science. It reaffirmed that no more than 3 final exams shall be required within a 24 hour

period. And it adopted a change to the Miami Plan allowing international students to use global Miami plan credits toward their study abroad requirements.

Enrollment: Applications are up by 10% with a 14% increase from out of state students. There will be an increase in the merit scholarship program that will assure a student with a 32 or higher ACT score a minimum \$1,200 scholarship.

Committee charter: The Committee reviewed, amended and then unanimously agreed to present to the full Board a resolution establishing a Charter for the Academic and Student Affairs Committee.

Strategic priorities planning: Provost Skillings presented a status report on the actions undertaken pursuant to the Strategic Priorities Report. Specifically, we dealt with recommendations #12, 13, 14, 15, 19, 20, 21.

The recommendations suggest: (1) reducing the number of departments and programs, (2) reducing the number of class sections by 200, (3) reducing the number of majors and (4) considering interdisciplinary studies and (5) re-evaluating the Miami Plan.

The Deans in each division have been asked to provide their suggestions for how to accomplish these goals. Various programs are being considered to be combined. For example, the statistics program in the College of Arts and Sciences might fit with the Decision Sciences program in the Business School. They might be able to combine the Women, Latin American and African American studies programs. A new biological science department is possible as is a merger of the classics and religion departments with other departments. There is progress on merging the four language departments into one. Another possibility is combining journalism, comparative media and the mass communications departments.

Last year we offered 5,500 sections of classes and we seek to reduce that by 200. When determining which undergraduate sections to eliminate, we will be looking at those sections that are under-enrolled; that is those that have fewer students than anticipated. It does not necessarily mean small classes. In reviewing majors to eliminate, the focus will not be on the number of students majoring in that particular subject, but on the number of students taking courses in that major. Necessarily, a result of these actions will be an increase in average class size. We would also offer some courses less frequently and would announce, well in advance, when they would be offered so students could plan ahead and not have a negative impact on graduation and retention. We also will investigate whether some courses can be co-offered in more than one department. Additionally, a new committee has been established to consider interdisciplinary programs. It will consider the value, obstacles, possibilities and budget repercussions of developing interdisciplinary programs. This committee will report back by the end of the spring semester 2011.

A further result of reducing the number of sections, majors and departments will be to remove 35 full time retiring faculty positions. Two-thirds will be replaced with temporary faculty and one-third would not be replaced. Simultaneously, 40 retiring faculty will be replaced with 32 lecturers and clinical faculty. The others will not be replaced. Together these faculty moves are estimated to save \$6.2 million.

Further, the Provost's office is looking to reduce its budget by \$400,000 by July 2011. It is looking to provide support services on a building by building basis rather than

a department by department basis and thus eliminate duplication of mail, copiers, staff and equipment.

Faculty composition: Provost Skillings shared with us information about the tenure status, rank, category and demographic composition of the faculty on the Oxford and regional campuses. He also gave us information on the number of credit hours taught in each division. We will use this information to monitor developments with the faculty. We are increasing to 80% the number of classes being taught by full time and continuing time faculty.

Faculty promotion and tenure: Provost Skillings reported that 17 faculty members will be recommend for promotion to full professor and that 29 persons will be recommended for tenure and promotion to associate professor.

Faculty workload policy and status: Provost Skillings reviewed with us the policy establishing faculty workload norms which were established in March 2008. Each department has a workload plan approved by the Provost. Pursuant to Strategic Priority recommendation #17, the Provost's office is reviewing the status of faculty teaching loads to determine how many are in compliance with this policy.

Retire/rehire plans: Provost Skillings reviewed the existing retire/rehire program for tenured and tenure eligible faculty which allows them to return to teach one semester per year for up to three continuous years after they retire. The retired faculty member is paid 50% of their retirement salary minus the 14% University retirement contribution, but receives no benefits. This policy has been in place for 20 to 25 years and is not common among our peer institutions. This policy is being reviewed pursuant to a recommendation of the Strategic Priorities Task Force.

Regional Campus planning: On behalf of Regional Dean Michael Pratt, Provost Skillings presented Dean Pratt's "Outline of Academic and Structural Plans for a Regional Campus System." The Outline envisions the regional campus mission will expand career oriented and skill based education by offering applied Bachelor and professional Master Degrees which would not duplicate programs offered on the Oxford campus and would continue offering associate degrees that would enable students to relocate to the Oxford campus. We would increase enrollment by expanding the programs offered. We would continue with the BIS, the BS in Nursing and a possible MSN, Bachelor of Engineering Technology and associate degree in criminal justice with perhaps a Bachelor of Criminal justice. Other possibilities include degrees in health information technology, forensic science, intelligence studies, and emergency preparedness. Plans are also underway for developing more online courses. The plan also focuses on adopting a regional approach to administration including a single admissions and financial aid office, a single development office and a single student affairs office.

Student Code of Conduct: We discussed proposed amendments to the Code of Student Conduct that were necessitated because the prior Code did not apply to students organizations. The changes would establish responsibility for student organizations and Greek fraternities and sororities for the misconduct of their members during group events. They also would require members of student organizations to report individuals culpable of misconduct and establish minimum penalties for student organization violations.

Mock interview process: With an \$8,000 grant from the Parents Council, the Career Services Office will be hiring a Mock Interview Coordinator for 2011 who will recruit and train volunteer interviewers, conduct mock interviews in person, on the telephone and via Skype and maintain all the data generated by the program.

Luxembourg Campus planning: Provost Skillings advised us that in the fall 2011, the Board of Trustees will have to make some decisions regarding the future of the Luxembourg campus. Our lease of the Chateau, where classes are held, expires in the summer of 2012. We have an option to renew our lease for 5 or 10 years with renovations to be undertaken by the owner. An alternative option is an offer from the University of Luxembourg which is building a new university and has asked us to consider being part of it. Some potential problems with such a partnership are that it would require us to move to a different city and, due to financial issues, it now appears that realistically the new university building would not be ready until 2020.

Role of parents: Vice President Barb Jones and Kristen Stewart of the Parents Office discussed the role of parents at Miami and, particularly, the activities of the Parents Council. They reviewed the web site and newsletter for parents as well as the MyMiami pages for parents.

**Resolution Establishing the Charter of the Academic and Student Affairs
Committee of the Board of Trustees**

Upon the recommendation of Sue Henry on behalf of the Academic and Student Affairs Committee, Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote Resolution R2011-30 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2011-30

WHEREAS, the Board of Trustees wishes to establish a standing committee that assists it in accomplishing the University's goals and mission relating to academic and student affairs; and

WHEREAS, an ad hoc Academic and Student Affairs Committee of the Board of Trustees has been operating without a charter or mission statement; and

WHEREAS, the Board of Trustees has determined that a charter is necessary to clearly delineate the responsibilities of the Academic and Student Affairs Committee;

THEREFORE BE IT RESOLVED: that the Miami University Board of Trustees hereby adopts the charter for the Academic and Students Affairs Committee as contained herein.

**MIAMI UNIVERSITY
ACADEMIC AND STUDENT AFFAIRS COMMITTEE CHARTER**

OBJECTIVES

The Academic and Student Affairs Committee (the “Committee”) is appointed by the Chair of the Board of Trustees, with the primary function of assisting the Board of Trustees with its oversight responsibilities in the following areas:

- The University’s long-term academic plans
- The University strategic enrollment plans
- The University’s retention and graduation rate plans and goals
- The University’s research activities
- The University’s role in the University System of Ohio
- Student life
- Campus safety and student life risk management.

COMMITTEE MEMBERSHIP

The Committee shall be appointed by the Chair of the Board of Trustees and shall consist of no fewer than four members including at least one student trustee. One-third of the Committee, but no fewer than two members, shall constitute a quorum for the transaction of business. The Chair of the Board of Trustees shall designate the Committee chair.

MEETINGS

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

GENERAL OVERSIGHT OF THE UNIVERSITY’S ACADEMIC PLANNING AND INITIATIVES

The Committee shall consider and make recommendations to the Board on the academic initiatives and plans of the University. This will include student recruitment initiatives and goals, strategic retention and student graduation initiatives; the annual instructional and associated academic needs of the University; and the University’s research and grants initiatives. The Committee will ensure that the academic budget reflects the University’s academic priorities.

The Committee’s oversight responsibilities shall include, but not be limited to:

- Strategic and long range academic goals
- New degree programs and majors
- Academic structure and organization
- Quality and effectiveness of academic programs (including accreditation and peer evaluation)

- Enrollment management including student recruitment, admission, financial aid, retention and graduation rate goals
- Diversity and multiculturalism goals and initiatives
- Study abroad
- Educational technology
- Distance learning
- Appointment of deans
- Appointment of Ohio Eminent Scholars
- Promotion and tenure policies
- Faculty grievance and discipline policies
- Honorary degrees

GENERAL OVERSIGHT OF THE UNIVERSITY'S STUDENT AFFAIRS PLANNING AND INITIATIVES

The Committee shall consider and make recommendations to the Board on student affairs initiatives and plans of the University. This will include student life initiatives and needs including strategic retention and student graduation initiatives; University plans to meet the needs of diverse and at-risk student populations; University plans to meet student health needs, including counseling; campus safety, student life risk management strategies; student engagement outside the classroom; and readmission of students dismissed under Section 3345.23 of the Ohio Revised Code.

The Committee's oversight responsibilities shall include, but not be limited to:

- Student transition and retention initiatives (including first and second year residency requirements, career, and academic support)
- Diversity and multi-cultural student initiatives
- Student health initiatives including counseling, alcohol and drug education and on-campus medical services (including student health insurance)
- Structure and organization for addressing student conduct concerns
- Student life initiatives
- Structure and organization for addressing the University's relationship with Greek fraternities and sororities and their national organizations
- Structure and organization for addressing campus safety and student life risk management issues

Recommendations for Promotion and Tenure

Upon the recommendation of Provost Skillings, Mrs. Mitchell moved, Mr. Grote seconded, and by voice vote Resolution R2011-31 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2011-31

BE IT RESOLVED: that the Board of Trustees hereby approves the recommendations for promotion and tenure effective July 1, 2011:

Promotion to Professor

Mark Christian	Sociology and Gerontology
Maria Cronley	Marketing
Anna Dollar	Mechanical and Manufacturing Engineering
Joyce Fernandes	Zoology
Mary Frederickson	History
Gerald Gannod	Computer Science and Software Engineering
Maria Gonzalez	Zoology
Dan Heitger	Accountancy
Anna Klosowska	French and Italian
Paul Larson	Mathematics
Mark McKinney	French and Italian
Mark Peterson	Anthropology
John Rakovan	Geology
Noriko Reider	German, Russian, and East Asian Languages
John Reynolds	Architecture and Interior Design
Abdoulaye Saine	Political Science
Kenneth Wireback	Spanish and Portuguese

Conferral of Tenure and Promotion to Associate Professor

Elisa Abes	Educational Leadership
Jennifer Blue	Physics
Ronald Bulanda	Sociology and Gerontology
Janet Burge	Computer Science and Software Engineering
Gulen Cevik	Architecture and Interior Design
Joomi Chung	Art
James Clemens	Physics
Marianne Cotugno	English
Brian Danoff	Political Science
Marisol del-Teso-Craviotto	Spanish and Portuguese
Melany Fisk	Zoology
Dmitriy Garmatyuk	Electrical and Computer Engineering
Benjamin Carter Hamilton	Mechanical and Manufacturing Engineering
Paula Harrison	Nursing
Joseph Johnson	Psychology
John Karro	Computer Science and Software Engineering
Katherine Kickel	English
Jeong-Hoi Koo	Mechanical and Manufacturing Engineering
Chun Liang	Botany

Stephen Lippmann	Sociology and Gerontology
Thomas Misco	Teacher Education
Richard Moore	Botany
Donna Scarborough	Speech Pathology and Audiology
Melissa Schulz	Teacher Education
Gulnaz Sharafutdinova	Political Science
Brett Smith	Marketing
David Tierney	Chemistry and Biochemistry
Rose Marie Ward	Kinesiology and Health
Leah Wasburn-Moses	Educational Psychology

Recommendation for Promotion and Continuing Contract for a Librarian

Upon the recommendation of Provost Skillings, Mr. Wilks moved, Mr. Bhati seconded, and by voice vote Resolution R2011-32 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2011-32

BE IT RESOLVED: that the Board of Trustees hereby approves the recommendation for promotion to Associate Librarian and the awarding of a continuing contract, effective July 1, 2011:

Eric Resnis
Instruction Librarian, King Library

Finance and Audit Committee Report

Committee Chair David Shade's report is recorded verbatim.

The Finance and Audit Committee met on January 21 on the Oxford Campus. I want to thank Trustee Mitchell for chairing the meeting while I participated by phone. The meeting was the first for Provost Gempesaw and Associate Vice President Ellis. I want to welcome both of them to the University and thank them for taking the time to attend the meeting in advance of formally joining the University.

The meeting began with an enrollment report from Provost Skillings. Provost Skillings and the Admissions staff are to be complimented on the large increase in applications for the 2011 class. The 15.6 percent increase in non-resident applications is especially impressive.

Provost Skillings and Vice President Creamer discussed the progress that has been made on several new revenue initiatives. The Committee has asked that new revenue generation be a standing agenda topic at all Committee meetings. While it is still early in the development and implementation of these strategies, there are quite a variety of new initiatives. New markets are being explored such as the Greater Columbus area for graduate degrees in education; some new programs are being planned and existing

graduate programs are being considered for new formats such as 4 +1 or 3+ 2 masters programs that would appeal to current and future undergraduates. A list of over 20 new auxiliary enterprise initiatives was also shared. The new revenue from these initiatives is already almost a million dollars for this year.

In addition to the new revenue discussion, Assistant Vice President Cody Powell made a presentation about new energy strategies and the university's energy conservation efforts. The projected energy savings for 2012 are greater than the amount estimated in the strategic priorities report. While Mr. Powell's report is very promising, Vice President Creamer reminded the Committee that sharp increases in commodity prices could negate some of these savings in future years but the target set by the Strategic Priorities task force should be accomplished even in a market where energy prices are rising much faster than today.

Vice President Creamer also presented the Committee with a brief overview of the 2012 budget. The Committee will receive a more detailed presentation at its April meeting following the announcement of the governor's budget and the initial deliberations by the Ohio House of Representatives.

Vice President Creamer also gave a report on the year-to-date financial results. While revenues are below the amount estimated in the budget due to the 6.5 percent lapse in state appropriations announced by the Governor, expenditure savings have more than offset the lapse and the University expects to operate within its approved budget without further budget cuts this year.

Vice President Creamer reviewed the results of the University's bond financing in December and he presented a draft of a proposed debt policy that the Committee will consider at its next meeting. The decision to proceed with the bond financing in December was very fortuitous given the termination of the Build America Bond program and the sharp rise in tax exempt rates since November. Vice President Creamer reported that the University saved about \$18 million in future interest expense by accelerating this transaction.

Associate Vice President Keller presented the annual report on the Facility Condition Index. This report measures the University's progress towards preserving the overall quality and condition of all university facilities. The condition of university facilities is similar to the last report from 12 months ago but continues to reflect the importance of the residence and dining hall capital improvements. Housing and dining facilities are the only segment of university facilities that are below the target index even though collective index for all facilities exceeds the target. The projects that are planned for the first phase of the Residence and Dining Hall Master Plan will be an important first step to addressing this problem but several projects will need to be completed before the residence and dining hall index is in line with the target.

Mr. Keller also presented two capital project requests for the regional campuses for approval. Vice President Creamer will discuss them in more detail when the resolutions are introduced. Both resolutions are recommended for approval by the committee.

Mr. Keller also made a brief report to the Committee about project contingency budgets and the steps he is taking to increase the construction oversight for time sensitive residence hall projects this summer. This information was in response to questions by the

Committee from the previous meeting. Mr. Keller informed the committee that the capital project report had been modified to include the status of the project contingency budget for each project under construction. He also explained the use of these funds for those projects where large expenditures had already occurred from these budgets. Mr. Keller also reported that one new construction manager had been added and another position is about to be filled to provide better oversight of the time sensitive residence hall construction projects.

Finally, the Committee received and discussed several routine reports that are provided at each meeting.

**Authorization to Award Contracts for the Finkelman Auditorium Renovation
Project, Middletown Campus**

Vice President Creamer reported that Finkelman Auditorium is a very heavily used facility on the Middletown Campus and the renovation will be funded from state capital appropriations. The renovation will improve accessibility to the facility as well as addressing necessary maintenance needs.

Upon the recommendation of Vice President Creamer, Mr. Bhati moved, Mr. Wilks seconded, and by voice vote Resolution R2011-33 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2011-33

WHEREAS, the Finkelman Auditorium Renovation project on the Middletown Campus involves ADA upgrades which include improvements to restroom facilities, auditorium seating and a new elevator as well as replacement of the existing roof; and

WHEREAS, Miami University has identified state funds in the amount of \$2,564,752 for the Finkelman Auditorium Renovation project; and

WHEREAS, the \$2,564,752 budget includes a cost of construction estimate of approximately \$2,100,000; and

WHEREAS, the State of Ohio allows award of contracts up to 110% of the construction estimate necessitating a bid variation contingency of \$210,000 in addition to the \$2,100,000 construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for April 2011; and

WHEREAS, the Board of Trustees desires to award contracts to the lowest responsive and responsible bidders;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, with the

concurrence of the Board Chair and the Chair of the Finance and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Finkelman Auditorium Renovation project with a total construction budget not to exceed \$2,310,000.

**Authorization to Award Contracts for the Student and Recreation Parking Lots
Renovation Project, Hamilton Campus**

Vice President Creamer reported that the project will add approximately 400 parking spaces to the campus and will repair and improve the existing parking lot with a capacity of 1,050 spaces. The fact that the campus area is built on a landfill area is reflected in the higher than expected cost of the renovation project.

Upon the recommendation of Vice President Creamer, Mr. Bhati moved, Mr. Lieberman seconded, and by voice vote Resolution R2011-34 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2011-34

WHEREAS, the Student and Recreation Parking Lots Renovation project on the Hamilton Campus involves regrading, installation of new base and asphalt and installation of new lighting; and

WHEREAS, Miami University has identified local funds in the amount of \$1,400,000 for the Student and Recreation Parking Lots Renovation project; and

WHEREAS, the \$1,400,000 budget includes a cost of construction estimate of approximately \$1,300,000; and

WHEREAS, the State of Ohio allows award of contracts up to 110% of the construction estimate necessitating a bid variation contingency of \$130,000 in addition to the \$1,300,000 construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for March 2011; and

WHEREAS, the Board of Trustees desires to award contracts to the lowest responsive and responsible bidders;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, with the concurrence of the Board Chair and the Chair of the Finance and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Student and Recreation Parking Lots Renovation project with a total construction budget not to exceed \$1,430,000.

Student Body President Report

Student Body President Heath Ingram's report is recorded verbatim.

Thank you Chairman Crain and I would like to thank the rest of the board for continuing to allow me to have an opportunity to address you. I promise you all will not have to put up with me for too much longer. Before I begin my report I need to acknowledge the work of two outstanding Miamians.

First, on behalf of the student body, I would like to publicly thank Mr. John Christie for his service to our University. Over the last three years that I have had the chance to interact with Mr. Christie, he has always treated me and other students with the utmost respect and his success as a Miami alum serves as an inspiration for all Miami students. His response to the recent crisis in the Greek community helped to get Miami's heritage with Greek life back on track and foster a spirit of collaboration between the institution and our Greeks.

On behalf of the student body, I also need to thank Ms. Lindsey Bullinger for her service on the board and to Miami. Lindsey is without a doubt one of the hardest working and dedicated students that I have had the opportunity to work with during my time at Miami. I have had the pleasure of working with Lindsey not only on university issues, but on group projects in our coursework as public administration majors. Lindsey has been a valuable representative for Miami students on a wide range of issues from recertifying Miami's NCAA certification, sitting on search committees, or helping devise new institutional policies. Lindsey, it has been wonderful working with you these past few years and I hope that our paths will cross again during our professional careers. Thank you for everything that you have done.

Although campus is pretty chilly this time of year, Miami students are continuing to enjoy what has been a great academic year so far. I couldn't have picked a better year to be President. The *U.S. News and World Report* ranking, our visit from the Dalai Lama, George Clooney's new movie, Condoleezza Rice, our historic win at the GoDaddy.com bowl – I don't even know what to expect to happen between now and graduation day. The student body has had a lot to be excited about.

Associated Student Government just wrapped up the second of three funding cycles for student organizations. During cycle two funding, we had 151 student organizations request a total of \$621,402.37. After cutting each organization's total funded request back by 28 percent, Student Government approved \$423,857.65 in funding for student organizations. In April, we anticipate appropriating around \$300,000.00 in funding requests for the third and final cycle of this academic year. We have noticed an increase in cost for student transportation now that we have delegated our campus transportation system to Enterprise.

Our Greek community continues to adjust to the newly implemented policy changes. I am happy to report that as of this morning, there have been no major incidents within the Greek community and nothing has developed which suggests that there may be issues this spring. A few numbers for you all – we had 940 men officially rush fraternities; we are still waiting on the final number for how many have actually begun pledging. This number is up from the 833 men we saw go through rush last year.

Sorority recruitment was also up with just over a 1,000 women going through the rush process. Miami's Greek community shows no signs of slowing down and I believe that new recruitment tactics, combined with the new stronger and more clearly defined institutional policies will serve to make our Greek community even stronger. I want to assure the board that student leaders across the campus are keeping a close eye on what happens within the Greek community.

It has been a busy year for me in Student Government. Recently I have introduced several new pieces of legislation to Student Senate that are designed around my Miami Legacy Initiative. The Miami Legacy Initiative is a product of my campaign to enhance the value of the Miami degree. It focuses on trying to devise strategies to engender incoming Miami students with a greater sense of institutional pride, sense of history, and loyalty. Recently I was able to introduce legislation adding a new member to Associated Student Governments Executive Cabinet. I anticipate that next year a Secretary for Alumni Relations will be added to ASG with the responsibility of helping student organizations connect with their alumni as well as help current Miami students understand what the expectations are for Miami alumni.

In addition, I will be introducing legislation that encourages the creation of an elective course that teaches incoming first and second year students about Miami and how to be successful as a student. I hope to introduce legislation to encourage improvements in orientation as well as with programming for the first and second year live on-campus requirements. I will have a full update for the board about the Miami Legacy Initiative at the April meeting.

Finally, I want to make the board aware that I will pick up the tradition of the Student Body President delivering a State of the Student Body address. Although I do not have a date set, I anticipate delivering the State of the Student Body address in late March or early April. Any trustees are welcome to attend and I will be sending out a formal invitation shortly.

To end, I thought I would share an experience I recently had. Last Friday, I met a delegation of student leaders from the University of North Florida. They came to assess our housing and dining facilities. They are dissatisfied with the Chartwells Company they privatized with. The students came to observe our in-house operation and left very impressed. Their Student Body President departed by leaving me a note saying how proud I should be to represent Miami University. Indeed I am very proud to be Student Body President and I promise that I will continue to do the best job that I can in the future.

Student Trustee Reports

Student Trustee Matthew Shroder's report is recorded verbatim.

I would like to highlight something that is truly impressive. As Heath just touched upon, Miami plans to host former Secretary of State, Condoleezza Rice, later this semester. This is yet another speaker who is causing excitement among the students. Recently, Miami has attracted some high profile individuals to give guest lectures to the student body and our surrounding community. With world leaders like his Holiness the

Dalai Lama and Secretary Rice, childhood icons like Bill Nye the Science guy, and Emmy winning TV comedian Ben Bailey, Miami has seen wonderful press by offering the community quality (and sometimes life-changing) lectures.

Additionally, each school brings in speakers. As an accounting major, I had the opportunity to sit through the executive lecture series, including two Chairmen and executives of the accounting industry's Big Four. These individuals provided insight as to where my degree will take me and the importance of establishing my own principles in the global workplace.

When these speakers come, students are offered more than the opportunity to listen to a lecture. For example, before his Holiness arrived, there were several guest lectures on the history of Tibetan culture. Students participated in singing foreign songs and dancing. Many students began to read his books, not because they had to, but because they wanted to learn more about him. Simply put, these speakers inspire students to go above and beyond the classroom. Looking back, isn't that why Miami is so great? This school provides a liberal education that serves the students well beyond their future careers. I expect that the arrival of Secretary Rice will only continue to inspire the student body to attend these lecture opportunities. So what brings these high-profile individuals to campus? Simply put, Miami has an exceptional staff that works extremely hard to get some of the world's most influential and successful people. I applaud this administration and Miami faculty for its dedication to bringing high-quality speakers to a small community in Ohio. Looking at other peer schools, I am very proud to be a Miami student and consider myself lucky to be able to have exposure to and learn from political and business leaders.

Finally, I want to give a big "thank you" to Chairman Christie and my fellow student trustee. Since day one, these two individuals have explained to me that the first year of my appointment should be dedicated to learning. I can honestly say that Lindsey has done an excellent job of preparing me for the student trustee position and has taken upon herself to do the same with her predecessor. Her knowledge of and passion for this university will surely be missed not only in her incredible board reports, but also among the student leaders. I will miss my "partner in crime", and I wish her the best as she moves on to what will be an incredible future. To Chairman Christie, thank you for all your support this past year. It has been an educational and enjoyable experience working with you, and I wish you the best. You have given so much to this institution and you surely will be missed by all.

Student Trustee Lindsey Bullinger's report is recorded verbatim.

Thank you, Mr. Chairman. To think that this is my final Board meeting is astonishing. Over two years ago, I read an advertisement for the student trustee position. Without hesitation I applied. I saw this position as a way to give back to an institution that had given me so many opportunities already in just 1.5 years. It was a way to show my passion for Miami University and commitment to its future success. It turns out, two years just is not long enough!

Whether it was right or wrong, I did not have an agenda when I first came onto the board. There was not something burning up inside me that I needed to take to the

Board level to institute change. My goal at the beginning was to learn as much as I possibly could from every different angle so I could approach the position in a well-rounded manner. Ultimately, I wanted to do my best to move Miami forward and continue our efforts in making Miami a premier undergraduate institution. This philosophy led me to a couple of things.

I found myself consistently interested in why students come to Miami, why they stay here, and why alumni have such a strong connection to this place. Individuals come here for myriad reasons, but there is something very foundational in all of them. I began by getting involved with the Office of Admissions, doing whatever I could to help recruit top-notch students for Miami. Whether it was attending accepted students' days, speaking with guidance counselors, or welcoming first year students in a video, I began with small steps. Shortly after, I became part of the search committee to select the Enrollment Manager and Director of Admissions. Likewise, my interest in Miami's public image led me to working on the Branding Development Steering Committee to help provide new visions for Miami's brand to build a stronger marketing campaign. I viewed my participation in the Greek Summer Task Force to help devise new guidelines for Greek social events as another means of helping to build our public image and move Miami forward. Finally, with my individual leadership developing from within the athletic department, I spent many hours working with the NCAA Recertification Steering Committee.

Being a part of each of these smaller, more focused groups was a way for me to integrate them into the others and to the Board. Though discussing athletic affairs, I had a background of what the branding and admissions teams were doing. The more I could naturally connect each of these individual tasks for myself, my peers and my colleagues, the more focused we remained on the bigger picture: moving Miami forward and making it a premier undergraduate institution. With Miami's liberal arts foundation, my life has been engulfed by this idea of breaking boundaries. This is what I see as my greatest contribution in the past two years; connecting each of these dots.

No matter what decision the board makes, I am confident in its ability to always put the students first. Students and their education is the reason why any of us is sitting here today. Miami develops students far beyond anything they thought they could achieve. That is a pretty powerful thing when students and education are your business.

I would like to thank Mr. Christie for his years of service to this University and as a personal mentor to me. By one simple phone call, Mr. Christie immediately took me under his wing in hopes of mutual learning from each other. He and the rest of this board taught me more about leadership, service, passion, persistence and commitment than you will probably ever know.

Thank you President Hodge, members of the board, the administration, Mr. Snyder, Matt, Heath, my fellow students, and the list could go on and on for the many unique opportunities that you have all provided. Not every student has the opportunity to speak to a crowd of over 500 alumni, or to a room full of first year students before they even step foot into their residence hall. Thank you for teaching me what it takes to run an institution of this size and complexity. Thank you for your patience and encouragement in answering questions. Thank you for your unwavering commitment to this University and to its students. This has been an extraordinary learning experience that has shaped

me into the person I have become. I look forward to the service I can provide as an alumna. This concludes my report.

Other Business

Chair Donald Crain made the annual appointments to the following Board committees: Academic and Student Affairs; Finance and Audit Committee; and the Investment Subcommittee of the Finance and Audit Committee. For the Academic and Student Affairs Committee, Mr. Crain appointed Sue Henry Chair, and Jagdish Bhati, Thomas Grote, Dennis Lieberman and Harry Wilks as committee members.

For the Finance and Audit Committee, Mr. Crain appointed David Shade as Chair, and Michael Armstrong, Jagdish Bhati, Donald Crain, David Herche, and Sharon Mitchell as committee members. For the Investment Subcommittee, Mr. Crain appointed Sharon Mitchell as Chair, and Jagdish Bhati, Donald Crain, and David Shade as subcommittee members. Mr. Crain also appointed David Herche and himself as the Board's representatives on the Miami University Foundation Board.

Resolution to Appoint C. Michael Armstrong as National Trustee

Upon the recommendation of the Chair, Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote Resolution R2011-35 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2011-35

BE IT RESOLVED: that the Board of Trustees appoints C. Michael Armstrong as a National Trustee for a three-year term ending February 28, 2014.

Resolution to Elect David K. Creamer as Treasurer

Upon the recommendation of the Chair, Mr. Bhati moved, Mr. Grote seconded, and by voice vote Resolution R2011-36 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2011-36

BE IT RESOLVED: that the Board of Trustees, upon the recommendation of the President, hereby elects David K. Creamer to a three-year term commencing July 1, 2011 and ending June 30, 2014 as Treasurer of Miami University, in accordance with the provisions of the Act of February 17, 1809 establishing the University.

Resolution to Elect Beverly H. Thomas as Associate Treasurer

Upon the recommendation of the Chair, Mr. Bhati moved, Mr. Herche seconded, and by voice vote Resolution R2011-37 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2011-37

WHEREAS, the Board of Trustees has established the position of Associate Treasurer to have full authority in the absence of the Treasurer;

THEREFORE BE IT RESOLVED: that the Board of Trustees hereby elects Beverly H. Thomas to a three-year term as Associate Treasurer of Miami University commencing July 1, 2011 and ending June 30, 2014.

Resolution to Elect Stephen D. Snyder as Secretary to the Board of Trustees

Upon the recommendation of the Chair, Mr. Bhati moved, Mr. Grote seconded, and by voice vote Resolution R2011-38 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2011-38

BE IT RESOLVED: that the Board of Trustees upon the nomination of the President, and having fully complied with all legal requirements to rehire Mr. Snyder, including Ohio Revised Code 145.381, hereby elects Stephen D. Snyder to serve as Secretary to the Board for a term beginning March 1, 2011 and ending December 31, 2011.

Resolution of Appreciation to Lindsey Bullinger

Upon the recommendation of the Chair, Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote Resolution R2011-39 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2011-39

**Resolution of Appreciation to
Lindsey R. Bullinger**

WHEREAS, Lindsey R. Bullinger's term as a student member of the Miami University Board of Trustees ends on February 28, 2011;

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

Done this Fourth day of February, Two Thousand Eleven at Miami University in the City of Oxford, County of Butler, State of Ohio, and of the establishment of this University Two Hundred and Two Years by the Miami University Board of Trustees.

Resolution of Appreciation to John S. Christie

Upon the recommendation of the Chair, Mr. Herche moved, Mr. Bhati seconded, and by voice vote Resolution R2011-40 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2011-40

**Resolution of Appreciation to
John S. Christie**

Whereas, John S. Christie was appointed to the Miami University Board of Trustees in 2004 to fill an unexpired term; and

Whereas, during his term John Christie has demonstrated distinguished service and leadership by serving as Vice Chair from 2007-2008 and Chair of the Board of Trustees from 2009-2010; and

Whereas, during John's tenure as Board Chair two new doctoral degrees were created; Centers of Excellence proposals were submitted to the Ohio Board of Regents; an affiliation agreement was adopted between the University and the Miami University Foundation; the position of Dean of the Regional Campuses was created and a Dean was appointed; contracts were awarded for the Residence Hall Master Plan, the Upham Hall North Wing Renovation Project, the Laws Hall Renovation Project, and several student housing renovation projects; a lease agreement was negotiated for the Greentree Health Science Academy; bonds were authorized and issued to finance the Armstrong Student Center and student housing projects; and the Strategic Priorities Task Force was appointed and issued its recommendations facilitating the ability of the President and Board of Trustees to anticipate and lead Miami into the future; and

Whereas, John graduated from Miami University in 1972 with a Bachelor of Science degree in Business and earned his Master of Business Administration in Finance in 1974 from Emory University; and

Whereas, John has enjoyed a successful and exemplary professional career serving as President, Chief Operating Officer, and Chief Financial Officer for Worthington Industries; serving as President and Chief Operating Officer of JMAC, Inc.; and serving as Senior Executive Vice President for Corporate Development at Battelle; and

Whereas, John has extensive professional service experience, serving on the boards of Citizens National Bank, Bank One NA, Geosafe Corporation, Neoprobe Corporation, Battelle Memorial Institute Pension Plan, Crane Group, The Fishel Company, and Ruscilli, Inc.; and

Whereas, John has generously contributed his time and talents to community and civic service, including serving as President of the Columbus Area Chamber of Commerce, Chairman of the Convention Facilities Authority, Vice Chairman of the Ohio Public Works Commission, and board member of the Columbus Public Schools "I Know I Can" program, Franklin University, Columbus Council on World Affairs, and the Riverfront Commons Corporation; and

Whereas, Miami Trustees, faculty, staff, and students will miss John's wisdom, advice, experience, counsel, common sense, and extraordinary sense of humor when he leaves the Board;

Now, Therefore Be It Resolved: that the members of the Miami University Board of Trustees do hereby express to John Christie their sincere gratitude and warm regard for his service and leadership both to this Board and to Miami University; and

Be It Further Resolved: that the members of the Board offer their best wishes for his continued good health and success in all his future endeavors; and

Be It Further Resolved: that this Board extends the open invitation to John and Linda to visit us often in the years ahead.

Done this Fourth day of February, Two Thousand Eleven at Miami University in the City of Oxford, County of Butler, State of Ohio, and of the establishment of this University Two Hundred and Two Years by the Miami University Board of Trustees.

Vice President Reports

Written reports were submitted by the following Vice Presidents:

- Jayne Whitehead, Vice President for University Advancement, Attachment A
- Debra Allison, Vice President for Information Technology, Attachment B

Executive Session

At 11:10 a.m., upon recommendation of the Chair, Mr. Bhati moved, Mr. Herche seconded, and by roll call vote the Board convened to Executive Session for the purpose of conferring with General Counsel and considering the evaluation and appointment of officers of the university, as provided by the Ohio Open Meetings Act, Revised Code Section 121.22.

Board of Trustees
February 4, 2011
pg. 25

At 12:30 p.m. the Board adjourned the Executive Session, and with no other business coming before the Board, a motion was duly made, seconded, and by voice vote the meeting was adjourned.

A handwritten signature in blue ink, appearing to read "Stephen D. Snyder". The signature is fluid and cursive, with the first name "Stephen" and last name "Snyder" clearly legible.

Stephen D. Snyder
Secretary to the Board of Trustees

Jayne Whitehead, Vice President for University Advancement
Report to the Board of Trustees
February 4, 2011

Since the December Board meeting much of the focus of the division has been on year-end giving and campaign commitments. Commitments to the Miami University Campaign *For Love and Honor* have now exceeded \$400 million, thanks to new gifts and pledges of \$46.7 million in 2010 – Miami's best campaign year since 2007 and more than twice the amount given in 2009. At the end of 2010, the overall campaign total was \$403.2 million.

Also in 2010, Miami received \$30.9 million in cash from more than 38,000 gifts. That is an increase of 16 percent in new gifts and pledge payments over 2009 and represents the third best year for cash received during the Campaign *For Love and Honor*.

Please review the data in the attached reports but these are a few highlights:

- Commitments of more than \$23 million to the Armstrong Student Center, including commitments of \$15 million (Mike and Anne Armstrong), \$1.5 million (Shade Family Foundation), and \$1 million (Bob and Doris Pulley), \$350,00 (Sue Henry and Carter Phillips)
- Commitments of major gifts (\$100,000 and above) of \$34.8 million, up 181 percent over 2009 and up 34 percent from '08
- Gifts of \$15.3 million in checks and credit cards, up 25 percent from '09
- \$2.5 million in gifts of appreciated securities, up 50 percent from '09
- Online gifts of \$655,000, the highest amount ever, and up 25 percent over '09
- Creation of 10 new faculty/staff/retiree endowments, bringing the total to 66. During the campaign, faculty and staff have committed more than \$10 million to Miami.

Campaign Update

Jayne Whitehead

Vice President for University Advancement



Campaign Gift Pyramid - as of Dec. 31, 2010

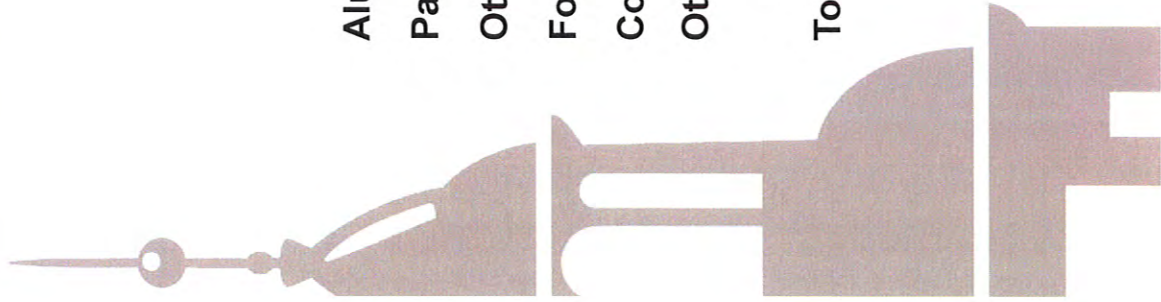
The Miami University Campaign For Love and Honor

Level	Required Number	Total	Actual Number	Total
\$25,000,000+	2	\$50,000,000	1	\$25,000,000
\$10,000,000	10	\$100,000,000	7	\$82,100,000
\$5,000,000	15	\$75,000,000	6	\$35,222,375
\$2,000,000	20	\$40,000,000	12	\$35,021,595
Leadership Gifts	55	\$55,000,000	42	\$52,611,408
\$500,000	65	\$32,500,000	36	\$22,387,811
Major Gifts	400	\$40,000,000	298	\$53,678,684
\$50,000	450	\$22,500,000	263	\$16,379,402
\$25,000	800	\$20,000,000	499	\$15,091,712
Special Gifts	1,500	\$15,000,000	1,060	\$14,170,862
Gifts Below	many	\$50,000,000	276,812	\$51,526,683
Total		\$500,000,000		\$403,190,531

Giving by Constituent Group - as of Dec. 31, 2010

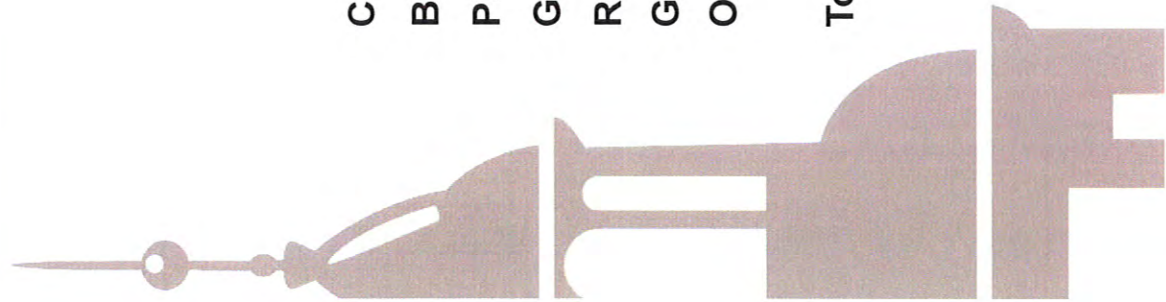
The Miami University Campaign For Love and Honor

	Column I Outright Gifts & Pledges	Column II Planned Gifts Face Value	Column III Planned Gifts Present Value	Column IV Total Col I + II	Column V Total Col I + III
Alumni	\$170,484,927	\$98,926,453	\$54,383,994	\$269,411,379	\$224,868,921
Parents	\$10,174,707	\$4,180,000	\$316,416	\$14,354,707	\$10,491,123
Other Individuals	\$30,070,166	\$10,772,580	\$5,571,682	\$40,842,746	\$35,641,847
Foundations	\$36,753,866	\$0	\$0	\$36,753,866	\$36,753,866
Corporations	\$28,285,490	\$0	\$0	\$28,285,490	\$28,285,490
Other	\$13,542,344	\$0	\$0	\$13,542,344	\$13,542,344
Total	\$289,311,499	\$113,879,033	\$60,272,092	\$403,190,531	\$349,583,591



Giving by Type - as of Dec. 31, 2010

The Miami University Campaign For Love and Honor



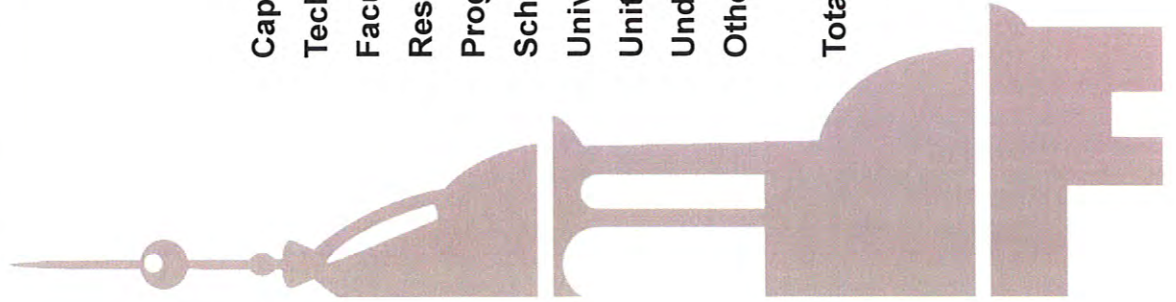
	Column I Outright Gifts & Pledges	Column II Planned Gifts Face Value	Column III Planned Gifts Present Value	Column IV Total Col I + II	Column V Total Col I + III
Cash	\$258,523,433	\$0	\$0	\$258,523,433	\$258,523,433
Bequests	\$0	\$87,231,642	\$47,136,856	\$87,231,642	\$47,136,856
Planned Gifts	\$522,376	\$26,647,390	\$11,997,709	\$27,169,766	\$12,520,084
Gifts in Kind	\$15,693,537	\$0	\$0	\$15,693,537	\$15,693,537
Real Estate	\$378,000	\$0	\$0	\$378,000	\$378,000
Grants	\$13,451,957	\$0	\$0	\$13,451,957	\$13,451,957
Other	\$767,196	\$75,000	\$42,350	\$842,196	\$809,546
Total	\$289,336,499	\$113,954,033	\$59,176,915	\$403,190,531	\$348,513,413

Giving by Initiative - as of Dec. 31, 2010

The Miami University Campaign

For Love and Honor

	Outright gifts & pledges, Face Value Planned Gifts	Outright gifts & pledges, Present Value Planned Gifts	Goal	% Goal Reached	Balance Goal
Capital Funds	\$88,870,565	\$74,889,694	\$125,450,000	70.84%	\$36,579,435
Technology & Equipment	\$9,903,765	\$9,304,348	\$10,650,000	92.99%	\$746,235
Faculty Development	\$24,559,434	\$23,212,666	\$114,900,000	21.37%	\$90,340,566
Research	\$7,887,236	\$7,881,947	\$1,000,000	788.72%	\$0
Programs	\$79,695,636	\$75,289,509	\$90,675,000	87.89%	\$10,979,364
Scholarships	\$94,522,505	\$83,947,264	\$103,525,000	91.30%	\$9,002,495
University - Unrestricted	\$31,562,662	\$28,259,508	\$0	N/A	\$0
Units - Unrestricted	\$26,209,361	\$21,013,410	\$45,000,000	58.24%	\$18,790,639
Undesignated	\$38,282,288	\$24,830,132	\$8,800,000	435.03%	\$0
Other	\$1,697,081	\$945,115	\$0	N/A	\$0
Total	\$403,190,531	\$349,583,591	\$500,000,000	80.64%	\$96,809,469



Giving by College/Area/Unit - as of Dec. 31, 2010


The Miami University Campaign For Love and Honor

	Outright gifts & pledges, Face Value Planned Gifts	Outright gifts & pledges, Present Value Planned Gifts	Goal	% Goal Reached	Balance Goal
College of Arts and Science	\$33,588,106	\$29,630,063	\$50,000,000	67.18%	\$16,411,894
Farmer School of Business	\$50,759,292	\$44,479,951	\$80,000,000	63.45%	\$29,240,708
School of Education, Health & Society	\$16,154,489	\$13,496,478	\$15,000,000	107.70%	\$0
School of Engineering & Appl'd Science	\$6,078,981	\$6,201,828	\$15,000,000	40.53%	\$8,921,019
School of Fine Arts	\$15,345,124	\$14,550,526	\$15,000,000	102.30%	\$0
Graduate School	\$4,151,018	\$4,160,481	\$4,000,000	103.78%	\$0
Intercollegiate Athletics	\$44,381,959	\$32,695,605	\$50,000,000	88.76%	\$5,618,041
University Libraries	\$4,112,201	\$3,573,621	\$3,200,000	128.51%	\$0
Student Affairs	\$11,078,051	\$11,065,473	\$11,000,000	100.71%	\$0
Hamilton Campus	\$6,233,969	\$2,536,793	\$6,500,000	95.91%	\$266,031
Middletown Campus	\$3,041,109	\$2,996,936	\$2,250,000	135.16%	\$0
Academic Initiatives	\$16,739,925	\$13,757,941	\$20,250,000	82.67%	\$3,510,075
University-wide Initiatives	\$139,328,637	\$128,224,015	\$222,500,000	62.62%	\$83,171,363
University – Unrestricted	\$32,949,601	\$29,546,871	\$0	N/A	\$0
Undesignated Funds	\$18,177,523	\$11,632,964	\$5,300,000	N/A	\$0
Other Areas	\$1,061,547	\$1,034,046	\$0	N/A	\$0
Total	\$403,190,531	\$349,583,591	\$500,000,000	80.64%	\$96,809,469

Giving by Designation - as of Dec. 31, 2010

The Miami University Campaign

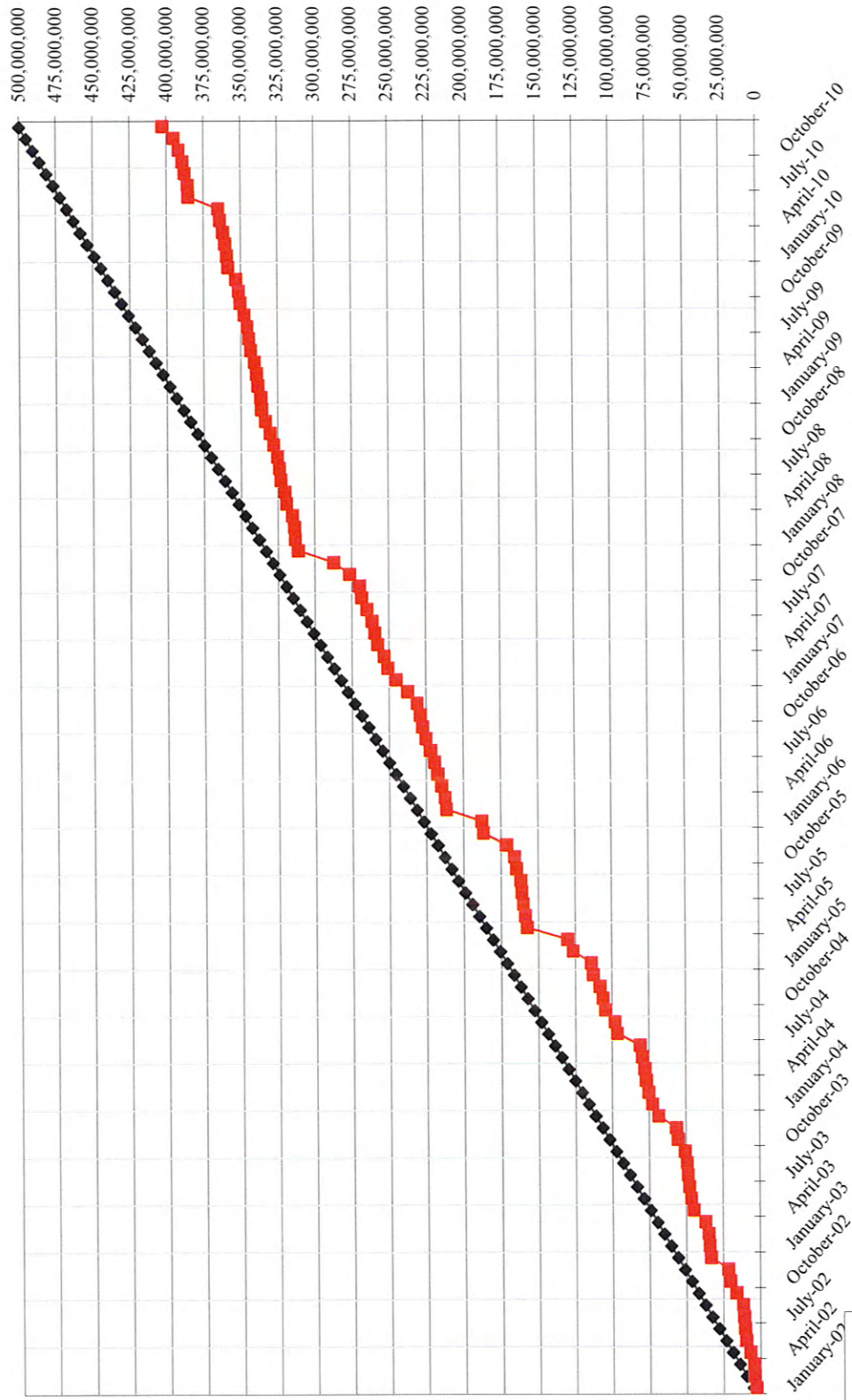
For Love and Honor



Capital	\$ 85,962,154
Endowment	\$218,967,921
Expendable	\$ 98,260,457
Total	\$403,190,531

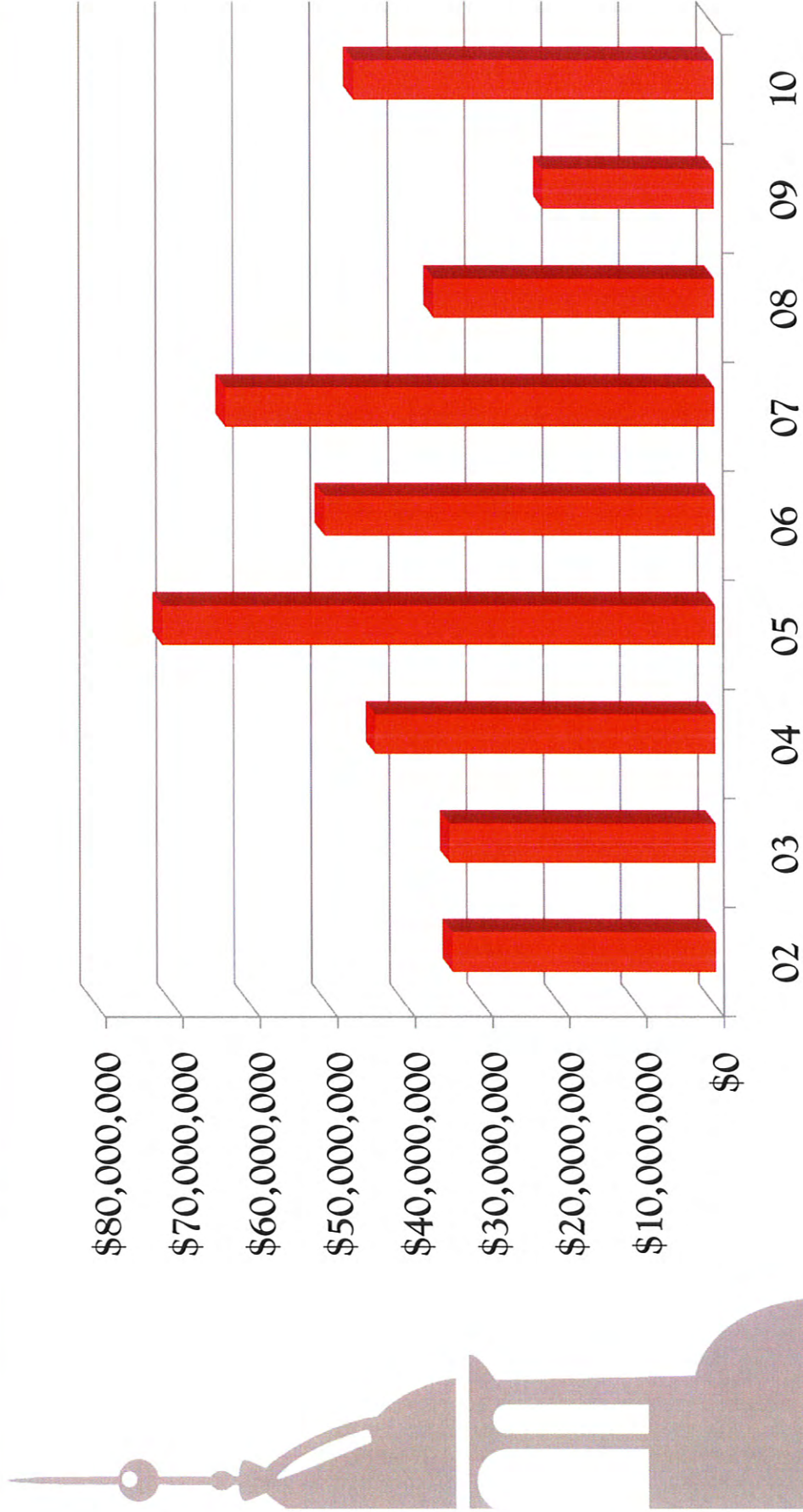
Campaign Monthly Goals

The Miami University Campaign For Love and Honor



Total Campaign Commitments

The Miami University Campaign For Love and Honor

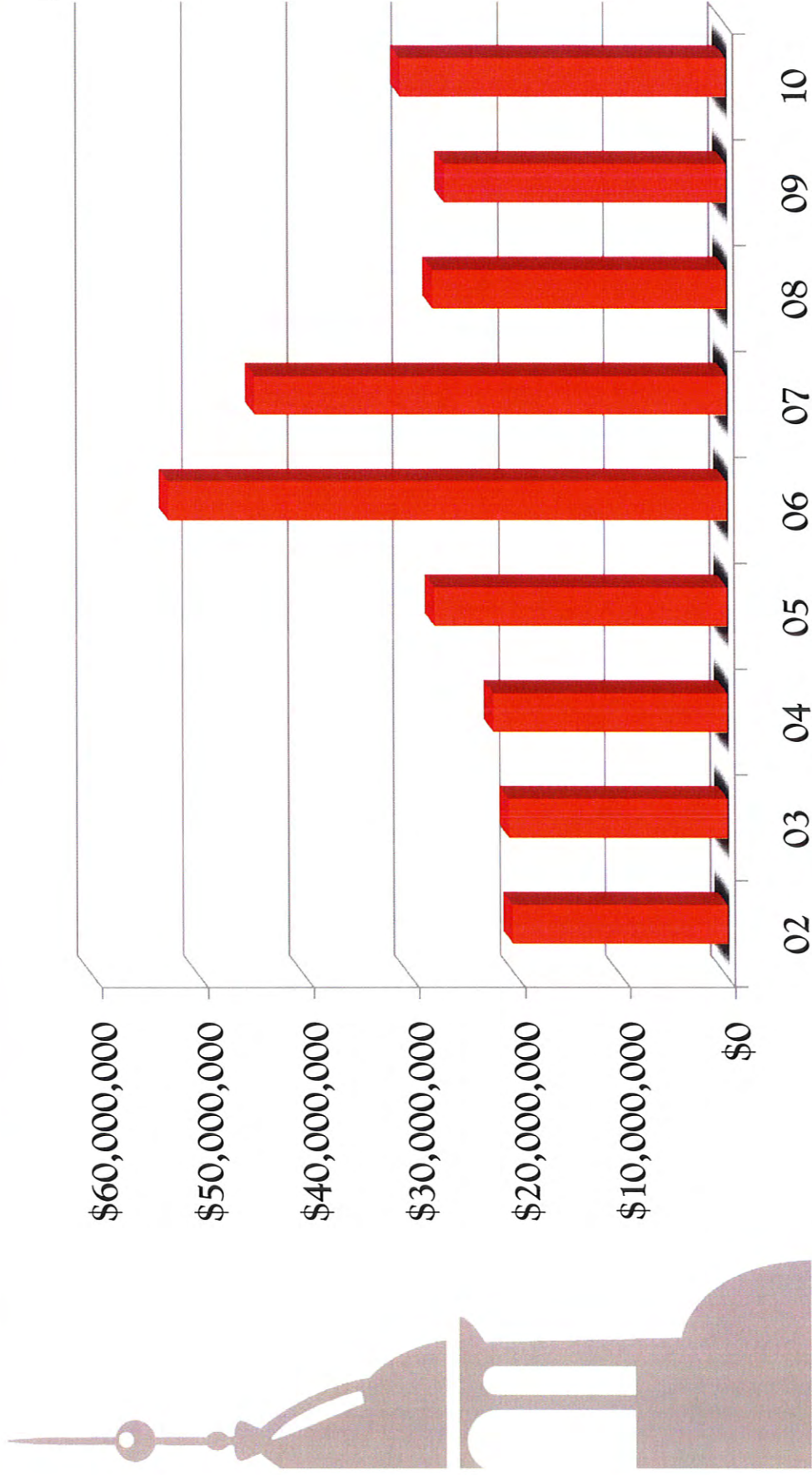


Jan 1 – Dec 31



Cash Received - Calendar Year

The Miami University Campaign For Love and Honor

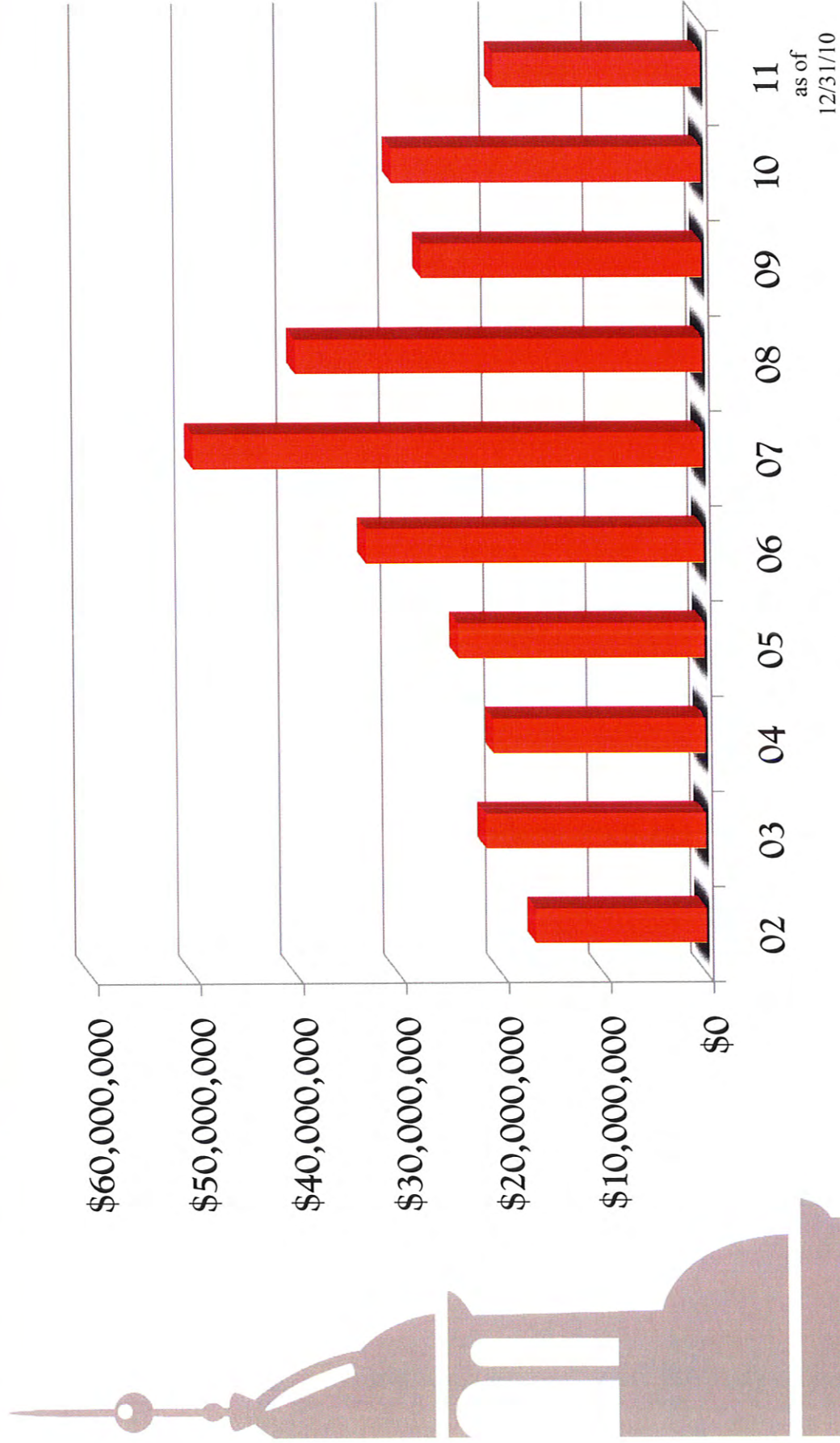


Jan 1 - Dec 31



Cash Received – Fiscal Year

The Miami University Campaign For Love and Honor



July 1 – June 30

as of
12/31/10

Debi Allison, Vice President for Information Technology
February 4, 2011

Dear Mr. Chair and Members of the Board:

The two top strategic initiatives for information technology have each reached major milestones since the December report. Our new collaboration and learning environment, Sakai, has entered its pilot phase and the selection of a new business intelligence tool suite has been completed. Each of these initiatives has at its core the dual missions of identifying how technology can help Miami maximize its resources and continue to reach for excellence as our touchstone.

Sakai/Niihka

The implementation of our new collaboration and learning environment, Sakai, is on track to fully replace Blackboard as of Fall 2011. Sixty courses are currently being taught in Sakai as part of a pilot. These courses were chosen to represent a range of disciplines, campuses, sizes, and complexity of use.

Over 2800 students are enrolled in the pilot courses and the project team is engaging the both faculty and students to fine-tune the system so it will be ready for all faculty and students to use.

February 21 is the formal kick-off of the Miami-wide implementation of Sakai. At that point we will unveil the new look and feel of the web site, named Niihka (Myamia for "friend"), and begin actively communicating with faculty and students regarding the new system, specialized support and training.

Business Intelligence (BI)

Over the past months I have been reporting on the progress of the BI team as they gathered requirements, evaluated RFPs and engaged vendors in pursuit of a data visualization tool. I am pleased to announce that at the January 31 meeting of the PEC, the Oracle Business Intelligence Enterprise Edition (OBIEE), as recommended by the IT Strategic Advisory Council, was approved.

The Oracle product met all of the required criteria identified by the project team, both operationally and strategically. It fulfills the preference to have a complete BI solution from a single vendor, as opposed to a best of breed approach with multiple vendor components. Oracle has a non-proprietary data structure that would ease any future transition to another vendor or open source as Miami's strategic needs require.

The BI team now moves into implementation. An RFP will be released to identify consulting services to assist with installation, configuration, training and roll out of the OBIEE tool. As this is a service that will engage a significant number of offices

across the university, a governance and prioritization model will concurrently be developed to guide decision-making for the life of the service.

IT Services Print Center

As part of our ongoing evaluation of how best to provide services to the University community, our IT Communications unit released two RFPs and underwent an internal process improvement evaluation to identify options for provisioning copying, printing and finishing services. Proposals to outsource were received from five vendors.

A five-year TCO was generated for each vendor proposal, for keeping the Print Center in-house with the revised business model, and for maintaining the status quo. The comparison and analysis of the data showed a potential overall savings of approximately 3% over the next five years with the lowest priced outsourced alternative vs. the in-house revised model. This margin was considered too thin to realistically translate into actual savings. The choice was made to keep the service in-house, and enact a significant shift in business model to meet savings goals, improve quality of service, and help serve as a model to other departments looking to enact changes for Miami's success in the future. In order to insure that our analysis was complete, we shared it with consultants from Gartner and Accenture. Both consultants endorsed our evaluation as comprehensive and confirmed that the savings from outsourcing provided no compelling reason to source the print center externally. Accenture will also assist us in developing the sourcing decision framework for other services.

The new model is a hybrid service. Miami employees will provide front-line customer service. Fulfillment will be provided by strategically sourced production alternatives to ensure quality, timeliness and best pricing for our University customers. Walk-up, quick-turn service will be done on campus, with operational savings realized through reduced equipment costs. Partnerships with other state institutions, including Ohio State University and Wright State University, and local offset vendors will provide more complex services at prices that are sustainable for the Print Center and the University.

Strategic Progress

With my next quarterly update, I look forward to sharing a new strategic plan for IT at Miami. With input from faculty, staff and students gathered at meetings, in conversations, and on the web – and married with the vision of the Strategic Planning Task Force – this plan will outline technology's role at Miami for the next 3-4 years.