

**BOARD OF TRUSTEES**  
**MIAMI UNIVERSITY**  
**Minutes of the February 5, 2010 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 Room 2043 in the Farmer School of Business on the Oxford Campus with Mr. John Christie 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, Herbst, Jones, 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:	Lindsey Bullinger (Student Trustee)	David F. Herche
	Donald L. Crain	Heath Ingram (Student Trustee)
	John S. Christie	Dennis A. Lieberman
	S. Kay Geiger	Sharon J. Mitchell
	Jay L. Henderson (National Trustee)	Fred G. Wall

Absent: Sue J. Henry (National Trustee)  
David M. Shade (National Trustee)  
Harry T. Wilks

Upon recommendation of the Chair, Mr. Wall moved, Mrs. Geiger 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 10:00 a.m. the Board adjourned the Executive Session and convened into the Public Study Session in Room 1000 Farmer School of Business.

**Public Study Session**

Provost Herbst introduced Dr. Glenn Platt, the C. Michael Armstrong Professor of Marketing and Director of the Armstrong Institute for Interactive Media Studies (AIMS), and Ms. Peg Faimon, Professor of Graphic Design and Director of the Miami Design Collaborative. Their presentation is included as Attachment A.

At the conclusion of the Public Study Session, the Board convened to the Public Business Session at 10:30 a.m. in Room 1000 Farmer School of Business. The Chair asked that a motion be made to amend the agenda to include the addition of a resolution following the President's report to endorse the State Issue 1 (Third Frontier Initiative) ballot issue. Mr. Crain moved, Mr. Wall seconded, and by voice vote the motion was unanimously approved.

**Approval of the Minutes of the December 11, 2009 Meeting**

On a motion made by Mr. Herche and seconded by Mrs. Geiger, the minutes of the December 11, 2009 meeting were approved.

**Consent Calendar**

Upon recommendation of President Hodge, Mrs. Geiger moved, Mr. Wall seconded, and by voice vote the resolutions on the Consent Calendar for the February 5, 2010 meeting were approved with eight Trustees voting in favor and none opposed.

**Designation of Emerita/Emeritus**

RESOLUTION R2010-15

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

Muriel Blaisdell  
History

Carrie Ann Foster  
History  
Hamilton Campus

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

Bruce L. Bowerman  
Decision Sciences & Management Information Systems

William H. Hardesty  
English

E. James Killy  
Art

Roger Knudson  
Psychology

Lawrence W. Sherman  
Educational Psychology

Edward L. Tomarken  
English

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

Judith Austin  
Information Technology Services

Rosalind Mason  
Residence Life

Sara Udstuen  
Information Technology Services

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

Robert Coveney  
Building Maintenance

Gregory Garnett  
Student Health Services

John Kinne  
Information Technology Services

**Departmental Title Change to Department of Chemical and Paper Engineering**

RESOLUTION R2010-16

BE IT RESOLVED: that the Board of Trustees hereby approves the departmental title change from Department of Paper and Chemical Engineering to Department of Chemical and Paper Engineering in the School of Engineering and Applied Science, effective with Academic Year 2010-2011.

**Comments by the Chair**

Board Chair John Christie's remarks are recorded verbatim.

Good morning, and welcome to today's meeting of the Miami Board of Trustees. This is a bittersweet day, since this is the last meeting for one of our Student Trustees, Heath Ingram, and our long-time colleague and friend, Fred Wall. Their terms both

expire at the end of this month. We'll have more to say about Heath and Fred later in the meeting.

At that time we will also acknowledge the contributions of our fellow Trustee Richard Smucker, who has resigned from the Board to accept the position of Deputy Chairman of the Cleveland Federal Reserve Board. We have large shoes to fill with all three of these vacancies, and we look forward to learning from the Governor's Office next month about their replacements on the Board.

Many of you know that fellow Trustee Harry Wilks had an unfortunate fall at his home in early January and broke his hip. He is now home recovering from surgery, undergoing physical therapy, and doing well. I'm sure you join me in wishing Harry a speedy and full recovery, and I would ask you to continue sending him cards and messages of support, letting him know that we are thinking about him.

In the past two weeks we have heard from our Governor in his State of the State Address, and from our President in his State of the Union Address. No one is surprised that our state and national fiscal situations continue to be everyone's primary concern. You can't pick up a newspaper or watch television news without being constantly reminded of these difficult economic times.

In recognition of the effects of the economy, the Trustees and the administration are performing our due diligence in long-term financial planning to ensure stability, achieve our goals, and fulfill Miami's mission. Even in the midst of implementing strategic cuts and reallocating shrinking resources, we do have to make thoughtful and forward-looking decisions to invest in the institution's future. We will be making one of those strategic decisions today.

On our agenda is a resolution awarding tenure and promotion to a number of faculty members. Later in the meeting Provost Herbst will tell us more about these individuals and the process by which they are presented to us. These faculty members are real examples of the decisions made to invest in Miami's future.

After today's meeting I hope many of you will seek out faculty members who have been recognized today for their achievements and hard work, and congratulate them for their accomplishment. This recognition is not only a personal accomplishment, but it is also an institutional accomplishment for the University. They are an integral part of our future. They help ensure the success of the Miami Experience. They contribute to producing graduates who are exceptionally competitive and prepared to lead Ohio and the nation into a better future.

Please join me in extending our congratulations and appreciation for their contributions.

### **Report by the President**

President Hodge welcomed the members of the audience to the Farmer School of Business and remarked on the wonderful facilities available to students, faculty and staff. He expressed his appreciation to Fred Wall, who was Board Chair when President Hodge was hired. Dr. Hodge thanked Heath Ingram for his two years of service as Student Trustee and commented that the role of students on the Board has grown over time and both the students and the Board members benefit from their participation.

President Hodge reported that the Board, prior to the start of the meeting, had a presentation in the AIMS Visualization Lab and he described the experience as “mind-boggling.” He commented that the equipment used in the Lab for teaching and learning is extraordinary and the objectives of using interdisciplinary approaches and breaking down boundaries to produce significant and important outcomes results in the difference between learning and discovery. Dr. Hodge referenced an article printed in *American Executive* magazine regarding Miami’s involvement in engaged learning, including a description of the AIMS program and how the interdisciplinary approach looks at the ways digital media impacts traditional education disciplines. Dr. Hodge commented that every academic division’s interdisciplinary involvement in the AIMS program is unique in Miami’s history. He also acknowledged the gifts by Michael Armstrong and John Smale and complimented their generosity and vision.

President Hodge reviewed his and Mrs. Hodge’s activities for the Bicentennial celebration, and commented that the final alumni chapter tour will be held on February 16 and will complete the Bicentennial commemoration. He also reported that the Guinness Book of World Records has officially recognized the wedding vow ceremony held during last summer’s Alumni Weekend as the largest ever held, with 1,087 people participating. Additionally, Dr. Hodge reported on alumni and faculty activities, noting that six coaches affiliated with the New Orleans Saints and participating in the Super Bowl have Miami University connections, and that Professor John Kiss in Botany will have a second experiment on the next space shuttle to be launched later in February. Dr. Hodge commented that Dr. Kiss’s team included undergraduate students, and last year 2,000 undergraduate students participated in funded research projects.

President Hodge reinforced the comments made by Mr. Christie concerning the importance of the decision for the promotion and tenure of faculty members. Dr. Hodge also emphasized the promotion from associate to full professor is a significant achievement, and he extended his congratulations to all those recognized in the Board’s resolution.

President Hodge reported on the dedication of the Mock Trial Room in the Farmer School of Business, held the week before. The Mock Trial program has been in existence at Miami for fifteen years, winning the national championship in 2001 and is a perennial top ten program in the country. Dr. Hodge noted that the program is interdisciplinary in its approach. He concluded his report with a description of a student’s experiences in the program and the significant impact the Mock Trial program had on his personal and professional development during his four years at Miami.

### **Resolution in Support of Passage of State Issue 1 (Third Frontier Program)**

President Hodge explained the Third Frontier Program, which attempts to link higher education with businesses, in effect creating a “new frontier” of economic activity to further the fortunes of the state of Ohio. The Inter-University Council of Presidents has strongly supported the program as a fundamental contributor to the future of Ohio’s economy.

Upon the recommendation of President Hodge, Mr. Lieberman moved, Mr. Wall seconded, and by voice vote Resolution R2010-17 was unanimously adopted with seven Trustees voting in favor and none opposed.

#### RESOLUTION R2010-17

WHEREAS, the Third Frontier initiative was created to preserve and create jobs, enhance educational opportunities, and improve the quality of life and general well-being of people and businesses throughout Ohio by expanding Ohio's research capabilities to promote product innovation, development and commercialization; and

WHEREAS, the Third Frontier program has laid the foundation for the creation and growth of technology-based jobs and businesses, increased early stage capital investments, improved the environment for technology entrepreneurs, increased collaboration in research and development, and enhanced our economic competitiveness and diversity; and

WHEREAS, the proposed state constitutional amendment will authorize the State of Ohio to issue up to \$700 million in bonds for the Third Frontier initiative in order to provide financial assistance for research, product innovation, and commercialization in support of Ohio industries and businesses in such areas as advanced materials; alternative energy and fuel development; biomedical imaging; and improved diagnostics, treatments and cures for cancer, heart and other diseases; and

WHEREAS, Issue 1 will continue to foster job creation through the advancement of new products and services based on science and technology research and development, thus ensuring Ohio's ability to create and compete for jobs, today and in the future; and

WHEREAS, the Ohio General Assembly deserves much appreciation for its strong bipartisan support of the Third Frontier program and its placement of the constitutional amendment on the ballot;

NOW, THEREFORE BE IT RESOLVED: that the Miami University Board of Trustees supports and endorses the passage of State Issue 1.

#### **Academic and Student Affairs Committee Report**

Kay Geiger on behalf of Chair Sue Henry presented the report of the Academic/Student Affairs Committee meeting on January 21, 2010. Her report is recorded verbatim.

We opened the meeting with announcements.

- Renovation construction on Upham Hall is underway. We received outstanding financial bids for this work. Likewise, we received bids that were below our expectations for the renovations to Laws Hall and that work will take place in the

near future.

- The Teacher Education Department will be working with IDEO, a California based design firm, to develop a curriculum design for urban teaching education. A Miami alumnus with IDEO, John Foster, has volunteered his time.
- Many student organizations are making efforts for the Haiti relief effort and the University has established a Facebook account to track those efforts.
- Rush in January has been completed with 700 women (12 percent of those rushing) and 750 men (11percent) receiving bids.
- The conferral of Latin honors will change from being GPA based to being a percentage of the different divisions and departments graduates.

Dean Phyllis Callahan from the College of Arts and Science reported on the rapidly increasing number of credits brought to Miami from other sources, primarily from Advanced Placement (AP) credits, transfer credits and online classes. I want to note a couple of very important developments.

First, the state legislature has dictated that credit must be given for the score of a “3” on an AP exam. Previously, Miami only gave credit for a “4” or a “5.” As a result, for this past Fall’s entering class, we had a 47 percent increase in total credit hours given for AP classes above the past 5-year average. And 11.2 percent of our incoming students had more than 16 credit hours before entering Miami. One student even had 66 credit hours from AP courses.

Second, the state legislature also dictated that now Miami must give credit to transfer students for courses in which the student received a passing grade even if that grade is as low as a “D-.” Previously, Miami required a grade of “C” or better to receive transfer credit. The number of transfer credit hours was up to 38,000 this past Fall from 28,000 five years ago.

The result is that the average entering class member has already completed 15.6 percent of his/her degree upon matriculation and the average time to degree is roughly 3.375 years. This can be seen as a great advantage for some students and a recruiting tool. But, it also raises serious issues of quality, preparedness for advanced courses, a pressure to “dumb down” classes, and erosion of liberal arts classes that are foundation areas at Miami. This also heightens the divide between Ohio state universities and private schools that typically do not give credit for AP classes.

The College of Arts and Science has been looking into ways to respond to these changes and has been considering major revisions of College Requirements. John Bailer, Chair and Distinguished Professor of Statistics and chair of the Pathways Committee which was charged by the Provost to study these issues, reported that the committee has been examining the concept of incorporating skill requirements, rather than course requirements, so that we focus on the competence of our graduates. They also are looking at offering Miami students additional opportunities for their extra time such as double majors, joint degrees and increased study abroad. A report from the Pathways Committee is expected to be out around March 1, 2010.

Mr. Michael Judge, the Director of E-Learning for the Regional Campuses, presented a report regarding Miami’s efforts at offering online courses and degrees at the Regional Campuses and the Voice of America Learning Center. The Regional Campuses

are leading the way because their students require and the course offerings lend themselves to online courses. Miami currently offers the BA Nursing Science completion degree and the engineer technology completion degree online. They are working on also offering the business technology degree online. In the 2009-2010 school year, Miami has a total online enrollment of 2,345 students.

Mr. Judge explained that there are many challenges in offering online courses. You must pay important attention to enrollment, align the courses with the institution's mission, guarantee academic quality and rigor, have technical and financial support in place, a twenty-four hour, seven day per week help desk for students, and life cycle planning for repair and replacement of software and hardware. The issues of faculty stipends for online course development and how the development and teaching of online courses plays into the tenure decision are also new issues. Mr. Judge has eight goals to meet these challenges including establishing an E-learning Advisory Council for course and methodology assessment and for policy development, developing an e-learning website, and creating an orientation class for faculty and students.

Associate Vice President of Communications Dionn Tron reported that the capstone Highwire Brand Studio students gave three interesting presentations for branding Miami. Ideas from all three presentations will be combined and used. The next step is to develop an entire strategic plan. We will be hiring an outside agency and they will team with us to clarify our brand. The schedule is to have the new plan completed by July 2010 and to begin implementing pieces of it.

Dr. Susan Mosley-Howard, Dean of Students, reported that Miami has a newly implemented Student Concern Management System that centralizes all reports of students with potential issues for concern such as mental health, anxiety, stress or an inability to cope, and allows the administration to comprehensively track concerns about students.

Katie Wilson, Senior Director of Student Engagement, presented the report and recommendations of the Greek Assessment Blue Ribbon Report. The report includes many aggressive suggestions including: re-focus the Greeks onto core values; involve Greeks in campus wide activities; train Greek members to be university leaders; develop new programs for first and second year Greek experiences including a Greek living-learning community; and mobilize a core of advisors and volunteers who are critical to the Greeks' success.

### **Recommendations for Promotion and Tenure**

Dr. Herbst endorsed the Chair's comments about the granting of tenure as one of the most important decisions made at a university because the future of the faculty is being determined for decades to come. Provost Herbst stated that Miami University is committed to the concept and process of tenure, which is not necessarily the case nationwide. Nationally, about 27 percent of the professoriate are tenured or in tenure track positions. In contrast, the philosophy at Miami holds that an increasing number of classes should be taught by tenured and tenure track faculty members rather than by lower-paid adjuncts or temporary faculty. The tenure process involves vetting at the departmental and divisional levels, by the University Promotion and Tenure Committee, by the Provost, and by the President. The tenure process at Miami seeks to find a balance



among teaching, scholarship and creative activities, and service. Dr. Herbst stated that the faculty members proposed for promotion and tenure are teacher scholars and engaged learners, challenging students to become involved in creative activities.

Provost Herbst introduced five faculty members and reviewed their educational experiences and areas of academic specialties. The faculty members were: Dana Saulnier, Art (promoted to Professor); Michael Brudzinski, Geology, christopher cheek, English, and Heidi McKee, English (conferral of tenure and promotion to Associate Professor); and Gerald Gannod, Computer Science & Software Engineering (conferral of tenure).

Upon the recommendation of Provost Herbst, Mrs. Mitchell moved, Mrs. Geiger seconded, and by voice vote Resolution R2010-18 was unanimously adopted with seven Trustees voting in favor and none opposed.

#### RESOLUTION R2010-18

BE IT RESOLVED: that the Board of Trustees hereby approves the recommendations for promotion and tenure effective July 1, 2010:

##### **Promotion to Professor**

Michael Carrafiello	History
Dorothy Donahue	Spanish & Portuguese
Daniel Gladish	Botany
Timothy Greenlee	Marketing
John Jeep	German, Russian, & East Asian Languages
Tao Jiang	Mathematics
Carolyn Kieffer	Botany
Qingshun Li	Botany
Mary McDonald	Kinesiology & Health
Gerri Susan Mosley-Howard	Educational Psychology
Dana Saulnier	Art
Jonathan Strauss	French & Italian
Margaret Wright	Psychology

##### **Conferral of Tenure and Promotion to Associate Professor**

Mitchell Balish	Microbiology
Ronald Becker	Communication
Michelle Boone	Zoology
William Brinkman	Computer Science & Software Engineering
Michael Brudzinski	Geology
christopher cheek	English
Chi-Hao Cheng	Electrical & Computer Engineering
Vitaly Chernetsky	German, Russian, & East Asian Languages
Yu-Fang Cho	English

Daniel Cobb	History
Gary Drigel	Engineering Technology
Michael Edwards	Teacher Education
Paul Flaspohler	Psychology
M. Cameron Hay-Rollins	Anthropology
Xiaowen Huang	Management
Nalin Asoka Jayasena	English
Erik Jensen	History
Scott Kenworthy	Comparative Religion
Lei Kerr	Paper & Chemical Engineering
Margaret Luongo	English
Deborah Lyons	Classics
Pascal Massie	Philosophy
Heidi McKee	English
Jeffrey Merhout	Decision Sciences & Management
	Information Systems
Zafer Ozdemir	Decision Sciences & Management
	Information Systems
Kaara Peterson	English
Gokhan Sahin	Electrical & Computer Engineering
David Shrider	Finance
Benjamin Sutcliffe	German, Russian, & East Asian Languages
Nicole Thesz	German, Russian, & East Asian Languages
Zara Torlone	Classics
Catherine Wagner	English

### **Conferral of Tenure**

Gerald Gannod	Computer Science & Software Engineering
Sherrill Sellers	Family Studies & Social Work

### **Finance and Audit Committee Report**

On behalf of Chair David Shade, Vice President Creamer presented the report of the Finance and Audit Committee meeting on January 22, 2010. His report is recorded verbatim.

The Finance and Audit Committee met on January 22, 2010 on the Oxford Campus. This was chairman Shade's first meeting as chair, and he asked that I express his gratitude to outgoing chair Jay Henderson and founding chair, Trustee Fred Wall, for their many contributions as past chairs of the Committee. He is looking forward to working with the Committee this year and continuing the accomplishments of the previous chairmen.

The Committee's agenda was not as hectic as usual since it included only one resolution, but there were several presentations that were intended to provide background information on issues that will be addressed by the Committee later this year.

The Committee received status reports on the recruitment of the fall 2010 class and the work that is being done to strengthen the branding and marketing of the University. The Committee is interested in following both issues and engaged in a good discussion with both presenters, John Skillings and Dionn Tron. The Committee also is interested in continuing to receive information on both of these issues.

The University's budget remains a focus for the committee. The primary issue addressed at the meeting was health care expenses which exceeded the amount budgeted during the first six months of the year. The issues leading to increased costs include a large jump in major claims, increased costs from the recent changes in the COBRA law and expensing issues rising out of the recent layoffs and the university's fully self-insured approach to health care. In addition to addressing the current budget variance, the Committee requested that the decision to end the use of stop loss insurance be re-evaluated. A cost analysis of this issue was already planned and will be shared with the committee at its next meeting.

The Committee also received a presentation on how the funding environment for higher education in Ohio is changing in ways that will have a profound and lasting impact even after the economy has recovered. The presentation addressed the more obvious changes such as much greater limitations on future tuition increases but mostly focused on the less transparent changes in how Ohio is prioritizing the allocation of its higher education funding today.

While higher education in Ohio is undergoing changes that are unique to its public universities, almost every state is being forced to rethink how it funds its universities and even private colleges and universities are undergoing their own permanent changes as a result of similar constraints on tuition and a permanent loss of endowment values. Part of the discussion at the meeting was on how similar the funding issues higher education is facing today are to what the health care industry has undergone during the last decade and the value of these comparisons to long-term financial planning at the University.

This discussion wasn't intended to reach any conclusion but was intended to better inform the committee members about issues that likely will impact future decisions about the budget and long-term financial planning.

The Committee also received an update on the Housing Master Plan. Significant progress has been made by the consultants and university staff on completing the plan. Information was provided to the Committee on the condition assessment that the consultants have completed and the preliminary cost estimates that have been developed for both repairing and modernizing existing buildings. Much of the market analysis also has been completed. The market analysis will be used to better understand the gap between the housing that is available today, what is available on other university campuses and what students and parents expect.

Work on possible building sites, the cost of new construction, alternative delivery methods such as public/private partnerships and the financial plan are in progress but have not yet been completed. The Committee expects to receive a full report on the

master plan at its next meeting and to make a recommendation to the Board about the first phase of the plan at the April or June meeting.

The Committee also reviewed the annual Facilities Condition report for university buildings and campus infrastructure on all three campuses and the Voice of America site. The university's goal is to maintain its buildings with an overall facility condition index of less than 30 percent. The current index is 28.89 percent which is slightly worse than the 28.55 percent reported last year. Making further progress on the index is dependent on future levels of state capital appropriations and the residence and dining hall master plan.

Finally, as I noted earlier, there is one item for action today which is the award of contracts for the Rentschler Hall renovation on the Hamilton Campus. The resolution is recommended by the Committee for approval.

**Resolution to Award Contracts for the Hamilton Campus-Rentschler Hall Second Floor Renovation Project**

Vice President Creamer reported that the second floor of Rentschler Hall has been unoccupied since 1997 when the original campus library was moved from Rentschler to Schwarm Hall. The renovated space will be used for classrooms and offices. State and local funds will be used to pay for the renovation project.

Upon the recommendation of Dr. Creamer, Mr. Herche moved, Mr. Lieberman seconded, and by voice vote Resolution R2010-19 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION R2010-19

WHEREAS, the Hamilton Campus - Rentschler Hall Second Floor Renovation project involves the renovation of the second floor to include the construction of new classrooms, offices, a fire protection system, mechanical systems upgrades, and new energy efficient light fixtures; and

WHEREAS, Miami University has identified state and local funds in the amount of \$1.5 million for the Hamilton Campus - Rentschler Hall Second Floor Renovation project; and

WHEREAS, the \$1.5 million budget includes a cost of construction estimate of approximately \$1.1 million; and

WHEREAS, the State of Ohio allows the award of contracts up to 110% of the construction estimate necessitating a bid variation contingency of \$110,000 in addition to the \$1.1 million construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for March 2010; 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 Hamilton Campus - Rentschler Hall Second Floor Renovation project with a total construction budget not to exceed \$1,210,000.

### **Student Body President Report**

Jonathan McNabb, President of Associated Student Government, addressed the Board, and his report is recorded verbatim.

Good morning, it is a pleasure to be with you today. I would first like to take a moment to thank Mr. Smucker and Mr. Wall for their service to Miami University. Students truly appreciate your dedication to Miami. I would also like to send a special thanks to Heath Ingram. I have had the pleasure of working with Heath for the last three years in student government and as a trustee. I can honestly say that Heath is one of the most impressive student leaders I have ever met at Miami. I hope that his successor can live up to the high standards that Heath and Lindsey have set for student representation on the Board of Trustees.

As this semester has begun student government has been busy planning weeks of education surrounding important topics including diversity and personal finance, fundraisers to support relief efforts in Haiti and just last night finished funding 160 student organization with nearly \$285,000 from \$620,000 in requests.

But the topic I would like to focus on today is the Bicentennial Student Center (BSC). As this academic year began some members of the Miami community questioned the need for a new student center when budgets are tight. Their concerns are valid and the public discussions that we have had this year are a testament to the transparency and civility of our community.

For its part student government has spent considerable time researching the Bicentennial Student Center this year and its impact on the Miami community. One step that we found necessary almost immediately was to find empirical data that detailed student support for the student center both financially and programmatically. With generous support from the Parents Fund, Associated Student Government hired Brailsford and Dunlavey, a student life consulting firm that has worked with over 100 universities on student center projects to gauge student support. I would now like to share with you highlights of our sixty-one-question survey (PowerPoint presentation on survey included as Attachment B).

I would now like to share with you a recommendation unanimously approved by Student Senate this week related to the project timeline and costs associated with the BSC (PowerPoint presentation on the recommendation included in Attachment B).

At your next meeting in April I look forward to introducing you to my successor. Thank you and that concludes my report.

### **Student Trustee Reports**

Student Trustee Lindsey Bullinger's report is recorded verbatim.

I would first like to thank Mr. Smucker and Mr. Wall for their service to the University. It has been an educational and enjoyable experience working with both of you, and we students appreciate your time and I certainly appreciate your wisdom. Heath, thank you for your service, guidance and collaboration. Many students, including myself, look up to you on this campus, and you still have an entire year left. Fortunately, I know that we will continue to work together for the betterment of the Miami community wherever we are.

Within this Miami community, the Athletic Department strives to develop athletes into citizens like those I have just mentioned. As of January 1, the Athletic Department's five-year "Culture of Champions" strategic plan reached its halfway point in the concept of developing champions with "Love and Honor". The plan focuses on five pillars: family, development, champions, love, and honor. It is a belief that excellence is a lifestyle, and we must excel not only through victories and championships, but also intellectually, through service, with leadership, by example, with attitude, and through words and actions. Some examples of these successes include our Women's Cross Country team winning their second, back-to-back Conference Championship, which is also only its second Championship in school history! Hockey continues to be the number one ranked team in the nation. And lastly, all of the student-athletes who received a 4.0 last semester were recognized during the halftime of last weekend's basketball game. An impressive one of every 22 student-athletes earned a 4.0 GPA!

Also last weekend, the Alumni Association Executive Board was in town for its meeting. I had two different opportunities to discuss methods of improving and sometimes building current student and alumni relationships with them. Both days I had enlightening conversations with members of the Executive Board, as well as some of my peers. As a personal note, it was also encouraging to parallel what we were discussing: building the relationship between a current student, myself, with those alumni on the Board.

Although not all students have the opportunity to meet with the Alumni Association, or participate in Varsity Athletics, there are nearly infinite opportunities for students to enhance their leadership skills and build quality relationships. Two prominent examples of student leadership are Resident Assistant (RA) and a Student Orientation Undergraduate Leader (SOUL). Both of these positions recently had application deadlines for the 2010-2011 academic year. The numbers are encouraging: 142 applicants this year for 20 SOUL positions, which is a 6 percent increase from last year's 133 applicants. There were 502 applications for 217 RA positions. Students in both of these positions are heavily involved with first-year students, serving as the initial faces new students see, introducing them to Miami, and then living with them in their first-year residence halls. They have a significant impact on students who live on-campus, and

traditionally are student leaders in areas outside of housing. These students are distinguished leaders throughout the Miami community, and the increase in numbers exemplifies the caliber of involvement we have here.

Student Trustee Heath Ingram's report is recorded verbatim.

Thank you Chairman Christie. In preparation for my final report I spent some time reflecting on the past two years I have had the privilege to be a part of the Board. I would like to share a few of the reflective thoughts I have had with all of you.

It went fast. We need a smart Miamian to figure out how to slow time down because things move way too quickly. One of my first interactions with the Board took place when I was walking to class and received an unexpected phone call. Not recognizing the number I assumed it was one of my new fraternity brothers calling me for something. Nonchalantly answering the phone I said, "Hey what's up?" I was shocked to learn that the man on the other end of the line was Mr. Smucker. It was the beginning of what has been a wonderful experience.

When I got on the Board I was adamant that I would do my absolute best to help make Miami one of the premier public institutions of higher education in the state of Ohio and across the country. I know now that goal cannot be accomplished in just two years, it takes the continued efforts of everyone in the Miami family consistently working towards that end.

The work I have done with the Bicentennial Student Center is one of my proudest accomplishments. I have had the chance to work with three Student Body Presidents on this project and a host of other very talented individuals. I am thrilled that during my last Board meeting President McNabb is able to present the student body's commitment to the financial success of the project. Getting to this point has certainly been an incredible learning experience in itself.

Not every moment spent as a Student Trustee is glamorous though. Sometimes the Board makes a decision that not everyone is happy about. I remember going back to my room in Elliott Hall and having one of the guys I lived with come up to me ask me why I supported an increase in tuition. He had already told me that he was struggling to afford Miami. Other times you get asked to do things like change the menu at a dining hall, lobby for an indoor football stadium, or even have the grass cut differently.

No matter what decision the Board makes – I am very thankful that the university gives students a voice at the table. Students must be a part of the equation to help solve the university's various issues. I do not believe that we can rely on one individual or a handful of administrators to fix the complex problems facing Miami. I would argue that it takes a collaborative effort of all people affiliated with the institution to come together and work towards preserving and enhancing the value of the Miami degree.

To conclude I would like to thank all of the Trustees for the advice and guidance you have given me. I have had the unfortunate, but unique opportunity to watch all of you brilliantly handle the university's financial difficulties during this challenging environment and I know that we will come out stronger when things finally turn around. I would also like to thank President Hodge and the rest of the administration for helping me to learn about the many challenges of running an institution as large as ours. It has

been a steep learning curve. Finally, I would like to thank Mr. Snyder for putting up with my incessant questions, impromptu office visits, and helping me with a whole host of various concerns. This has been a remarkable learning experience that I will carry with me for the rest of my life. I am proud to be associated with Miami University and I will do my absolute best to represent it well in the future. With that I conclude my report.

### **Other Business**

Chair John Christie appointed members of the Board Finance and Audit Committee, the Academic Affairs Committee, and the Investment Subcommittee for calendar year 2010. Mr. Christie appointed David Shade as Chair of the Finance and Audit Committee, and Donald Crain, Jay Henderson, David Herche, and Sharon Mitchell as members of the committee. Mr. Christie reappointed Sue Henry as Chair of the Academic Affairs Committee, and Kay Geiger, Dennis Lieberman, and Harry Wilks as members. Mr. Christie reappointed Don Crain as Chair of the Investment Subcommittee, and Sharon Mitchell, David Shade and himself as subcommittee members. Mr. Christie also reported that David Herche and he would represent the Board of Trustees on the Miami University Foundation Board of Trustees.

### **Resolution of Appreciation to Heath Ingram**

Upon the recommendation of the Board Chair, Mrs. Geiger moved, Mr. Crain seconded, and by voice vote Resolution R2010-20 was unanimously adopted with seven Trustees voting in favor and none opposed.

#### RESOLUTION R2010-20

### **Resolution of Appreciation to Heath R. Ingram**

WHEREAS, Heath R. Ingram's term as a student member of the Miami University Board of Trustees ends on February 28, 2010;

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

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

### **Resolution of Appreciation to Richard Smucker**



Upon the recommendation of the Board Chair, Mrs. Mitchell moved, Mr. Lieberman seconded, and by voice vote Resolution R2010-21 was unanimously adopted with seven Trustees voting in favor and none opposed.

RESOLUTION 2010-21

**Resolution of Appreciation to  
Richard K. Smucker**

Whereas, Richard K. Smucker was appointed to the Miami University Board of Trustees in 2003 and has resigned to accept appointment as Deputy Chairman of the Cleveland Federal Reserve Board; and

Whereas, during his term Richard has demonstrated distinguished service and leadership by serving as Treasurer and Chair of the Board of Trustees; and

Whereas, during Richard's tenure as Board Chair from 2007 through 2008, contracts were awarded for a feasibility study for a new Student Center, followed by contract awards for architectural and engineering drawings; a new graduate program in Computational Science and Engineering was developed; construction contracts were awarded for the Farmer School of Business; the Bachelor of Integrative Studies degree was approved for the Regional Campuses; the Voice of America Learning Center construction contracts were awarded; Miami University campuses were designated as smoke-free; and the Miami University Mission Statement: "The Engaged University" was adopted; and

Whereas, Richard graduated from Miami University in 1970 with a B.S. in Business and earned his M.B.A. in Finance in 1972 from the Wharton School of Business, University of Pennsylvania; and

Whereas, Richard has enjoyed a successful and exemplary professional career with the J.M. Smucker Company, serving as Treasurer, Executive Vice President, Chief Administrative Officer, and currently as Executive Chairman and Co-CEO; and

Whereas, under his leadership the J.M. Smucker Company has been nationally recognized and honored, including winning the 2006 Optimas Award for Ethical Practice, being designated by *Fortune* magazine as the number one company in America to work for in 2004, being selected in 2003 by *Business Ethics* magazine as one of the 100 best corporate citizens, and being recognized by the Parents Television Council for its responsible advertising; and

Whereas, Richard has extensive professional service experience, serving on the boards of the Sherwin-Williams Company, the Wm. Wrigley, Jr. Company, Buttonwood Capital Partners, International Multifoods Corporation, and Bill Knapps Restaurants; and

Whereas, Richard has generously contributed his time and talents to community and civic service, including serving as a trustee for the Cleveland Orchestra, the Willard E. Smucker Foundation, and the Culinary Institute of America, and by serving on the boards of numerous other charitable organizations; and

Whereas, Richard has served his alma mater throughout his life as a member of the Business Advisory Council, the Resource Development Board Academic Resources Committee, an Alumni Weekend Reunion Committee, the Foundation Board of Trustees, and the Campaign for Miami Corporate/Foundation Committee, and by participating in the President's Executives and Professionals in Residence Program; and

Whereas, Miami Trustees, faculty, staff, and students will miss Richard's wisdom, advice, experience, counsel, down-to-earth approach to people and common sense approach to issues when he leaves the Board;

Now, Therefore Be It Resolved: that the members of the Miami University Board of Trustees do hereby express to Richard Smucker 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 Richard and Emily to visit us often in the years ahead.

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

#### **Resolution of Appreciation to Fred Wall**

Upon the recommendation of the Board Chair, Mr. Herche moved, Mr. Crain seconded, and by voice vote Resolution 2010-22 was adopted with six Trustees voting in favor and one abstention (Mr. Wall).

#### RESOLUTION R2010-22

#### **Resolution of Appreciation to Fred G. Wall**

Whereas, Fred G. Wall was appointed in 1997 to fill an unexpired Miami University Board of Trustees term and then appointed to a full nine-year term in 2001; and

Whereas, Fred Wall has served twelve years and seven and one-half months as a Board of Trustee member, or stated alternatively, 4,612 days, including leap years; and

Whereas, during his tenure Fred has attended sixty-three Board of Trustees meetings, thirty-three Finance and Audit Committee meetings, and countless hastily-called Open Meetings Act-compliant gatherings; and participated in numerous teleconferences, initiated innumerable telephone calls, and fielded hundreds of desperate phone calls from the Secretary to the Board's Office; and

Whereas, during his term Fred has demonstrated distinguished service and leadership time and again by serving as the first Chair of the Finance and Audit Committee of the Board of Trustees, as Vice Chair of the Board, and ultimately as Board Chair; and

Whereas, Fred's exemplary leadership as Chair of the Finance and Audit Committee resulted in the elevation of the Committee from ad hoc status to its insertion in the Regulations of the Miami University Board of Trustees as a standing committee; and

Whereas, during Fred's tenure as Board Chair from 2004 through 2006, he guided the search for a new President; the position of National Trustee was established and two National Trustees were appointed; several new graduate programs were created; the Finance and Audit Committee Charter was adopted; the Board authorized the development of the Voice of America Learning Center; a site for the new School of Business was selected and architectural and engineering contracts were awarded; and construction contracts were awarded for the Goggin Ice Center, the Psychology Building, the Hamilton Campus Conservatory, the renovation of Presser Hall, the renovation of Warfield Hall, the Engineering Building, the renovation of Benton Hall, the Varsity Softball Field, the North Campus Parking Garage, Yager Stadium improvements, the third phase of the King Library Renovation Project, the Middletown Student and Community Center Building, and the Field Hockey Facility renovation; and

Whereas, Fred was the first Board Chair to visit the Miami Tribe in Miami, Oklahoma, accompanied by his wife Bonnie, where on behalf of the Board of Trustees he presented Chief Floyd Leonard with an honorary degree; and

Whereas, Fred graduated from Miami University in 1956 with a B.S. in Business Accountancy, fully taking advantage of his Miami Experience by joining Delta Upsilon fraternity and participating in Air Force ROTC, Beta Alpha Psi, Delta Sigma Pi, the Marketing Club, tennis, track, the YMCA, and the Young Republicans; and

Whereas, Fred has enjoyed a very successful and varied business career, starting with Ernst & Young upon completion of service in the U.S. Army, moving to Robbins & Myers, Inc. and ultimately becoming the President and CEO, owning three businesses – The General Cage Corporation, West Milton Precision Machine & Tool, Inc., and

Madsen Wire Products, Inc. - and working as a consultant to various manufacturing and service companies; and

Whereas, Fred has varied and extensive professional and community service experiences, including serving on the boards of Bank One, Huffly Corporation, Robbin & Myers, Ponderosa, Danis Industries, Rolflor Industries, Sweet Manufacturing Company, Ohio Society of CPA's, American Institute of CPA's, and Wittenberg University; and community service experience on the Dayton Chamber of Commerce, the Springfield Chamber of Commerce, the Springfield Community Progress Council, the Springfield Foundation, the United Way of Clark County, and the YMCA Board; and

Whereas, Fred has continuously served his alma mater in addition to his Board service by serving on the Accountancy Advisory Group, the School of Business Dean Selection Committee, the President's Executives in Residence Program, the Business Advisory Council, the Middletown Citizens Advisory Committee, the Miami University Foundation Board of Trustees, a Reunion Committee, and the Corporate Gifts Committee; and

Whereas, Fred and Bonnie have made service to Miami a family avocation, as evidenced by Bonnie's award of an Honorary Membership in the Miami University Alumni Association; and

Whereas, Miami Trustees, faculty, staff, and students will miss Fred's wisdom, advice, experience, counsel, institutional history, and 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 Fred G. Wall 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 Fred and Bonnie to visit us often in the years ahead.

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

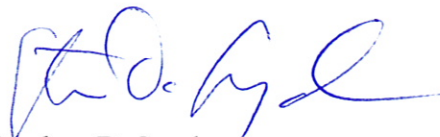
### **Vice President Reports**

A written report was submitted by the following Vice President:

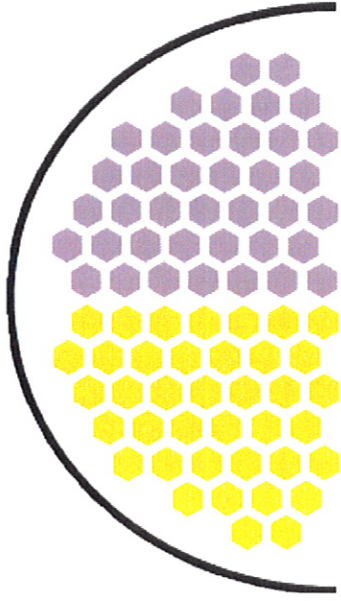
- Debra Allison, Interim Vice President for Information Technology, Attachment C

Board of Trustees  
February 5, 2010  
pg. 21

With no other business to come before the Board, a motion was duly made, seconded, and by voice vote the meeting was adjourned at 11:45 a.m.



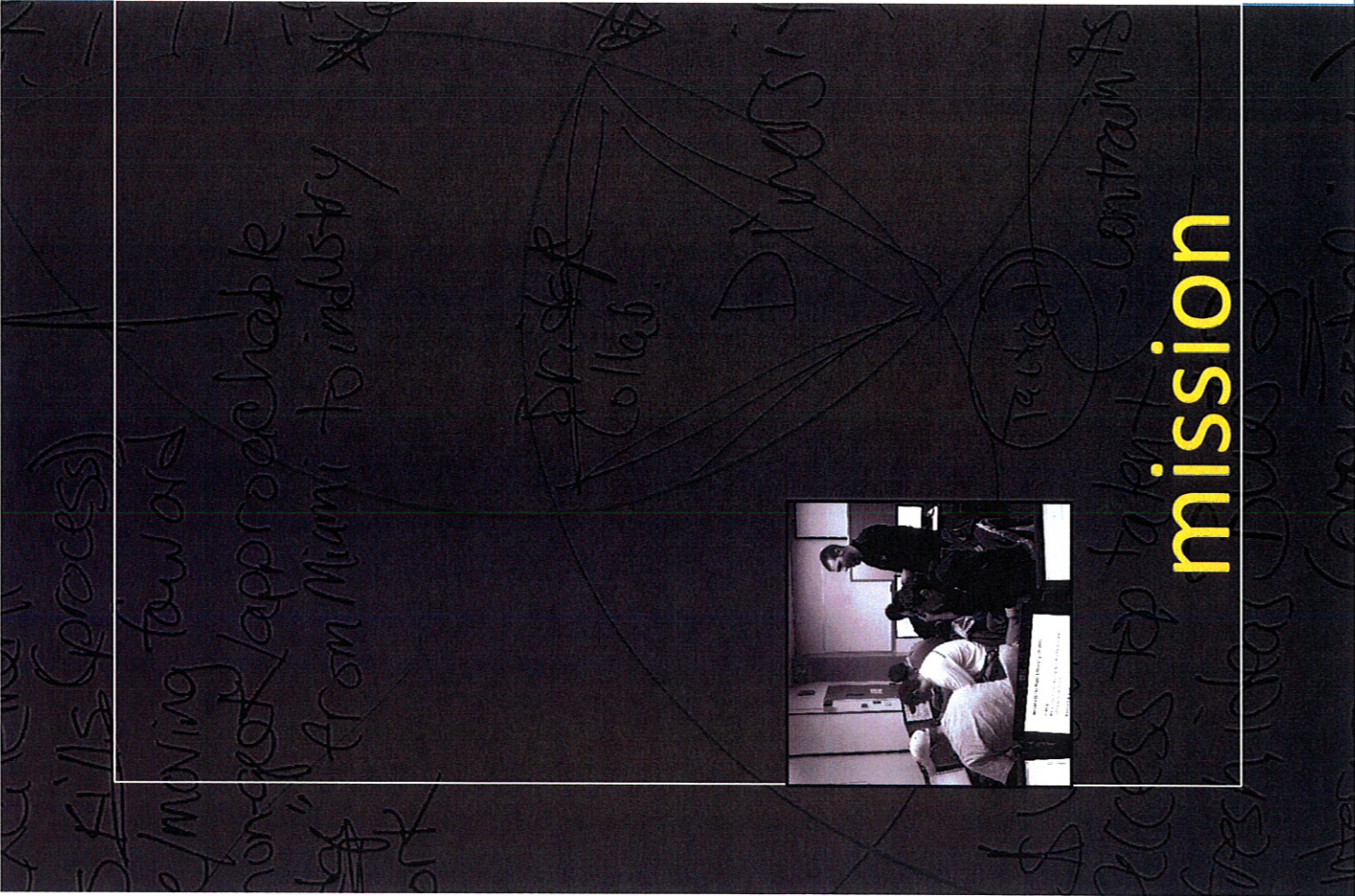
Stephen D. Snyder  
Secretary to the Board of Trustees



**AIMS**  
armstrong institute for  
interactive media studies

2045 FSB | Miami University  
Oxford | Ohio  
aims.muohio.edu

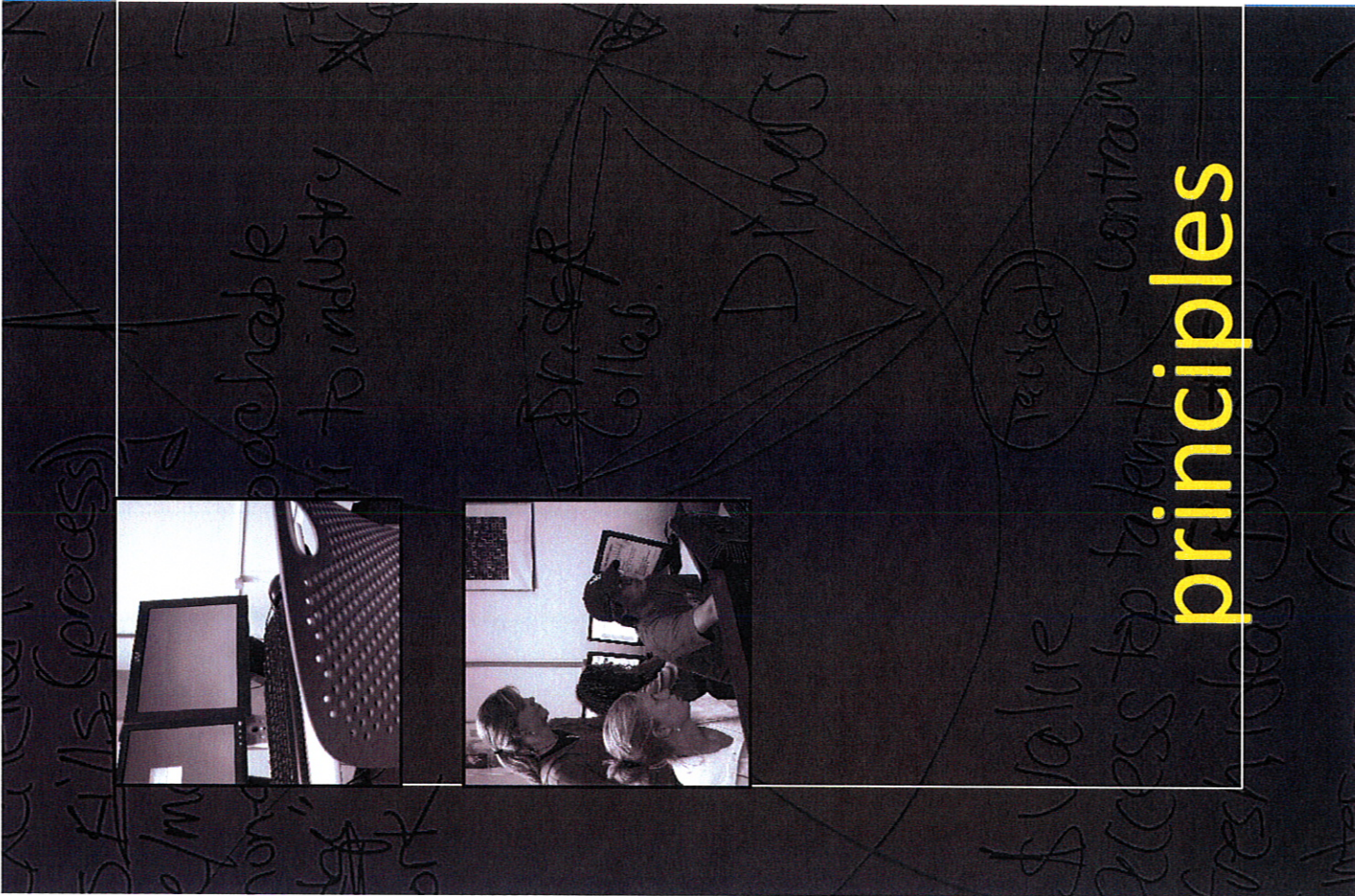
linking minds



The Armstrong Institute for Interactive Media Studies (AIMS) examines how digital technology is **transforming** traditional areas of inquiry. AIMS is committed to rich interactive experiences that **empower** individuals and organizations to **experiment, innovate, and collaborate**, while preparing students for the challenges and opportunities that interactive media presents.

The AIMS community seeks to overcome existing organizational and geographical barriers to **innovation and interaction** by building radical multi-disciplinary **connections** within and outside Miami University. Through **problem-based learning, engagement** with industry and community organizations, and **team-based** projects, student learn how to **apply** their theoretical knowledge to innovative digital solutions for **society**, emphasizing the **relevance** of a liberal education in today's rapidly evolving environment.

# AIMS



# principles

Using new media and digital technologies,

To bridge academia, industry, community organizations & society

To provide hands-on experience in real-world contexts

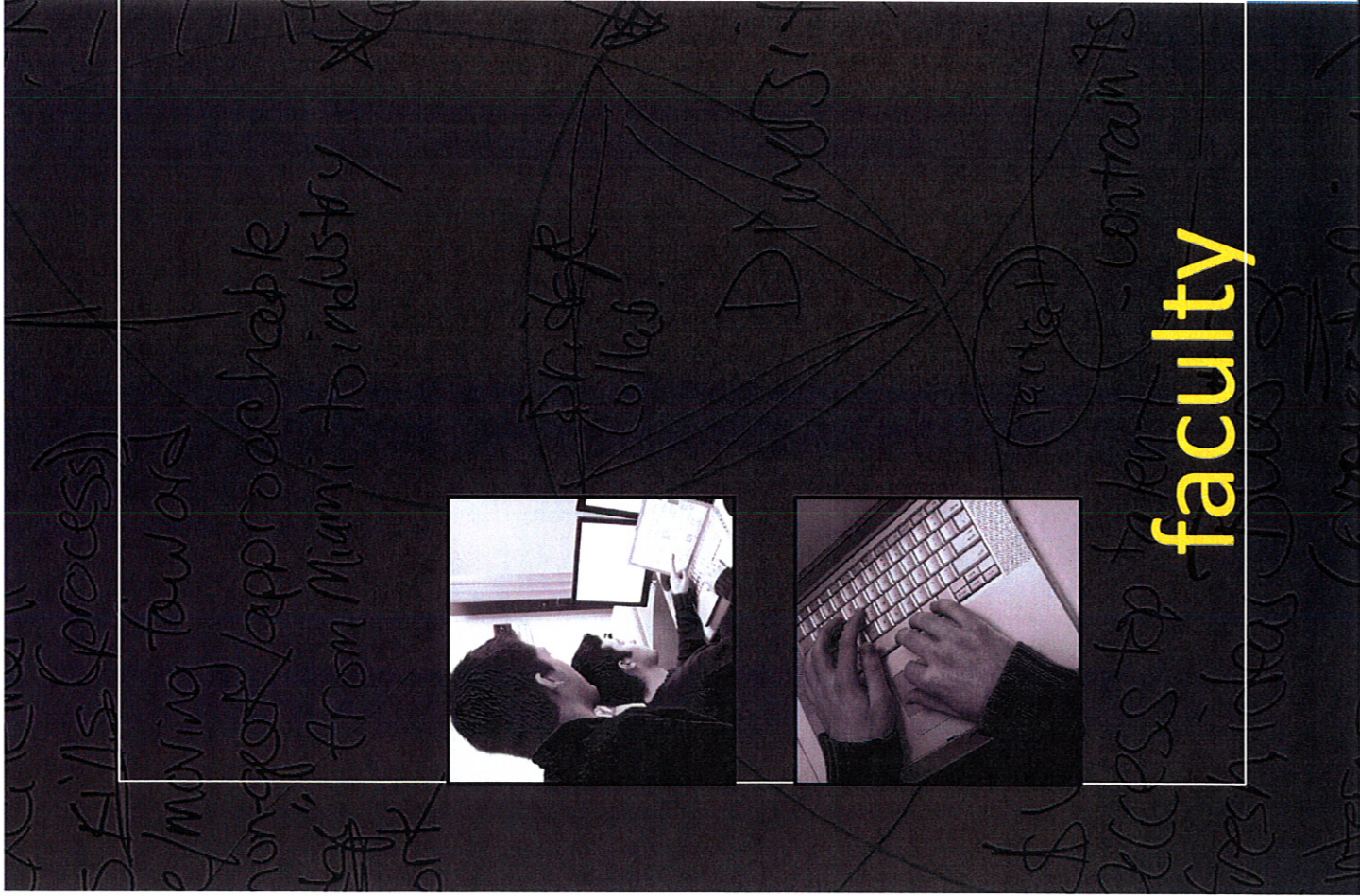
To enable team-based, process-driven work from diverse perspectives

To develop practical applications with theoretical expertise

To explore and repurpose existing and emerging media

# AIMS





Glenn Platt, co-Director

Peg Faimon, co-Director

**Joint Faculty:**

Jim Coyle, Marketing/AIMS

Sean Duncan, SEHS/AIMS

Lindsay Grace, SFA/AIMS

Eric Hodgson, Psychology/AIMS

Jim Porter, English/AIMS

Jacob Tonski, Art/AIMS

**Affiliate Faculty:**

Michael Bailey-Van Kuren, Engineering

William Brinkman, Computer Science

Michele Dickey, Education

Alfredo Huerta, Botany

John Humphries, Architecture

Laura Mandell, English

Heidi McKee, English

Jason Palmeri, English

Rich Lewis, Project Dragonfly

Lisa Santucci, Libraries

Huatong Sun, English

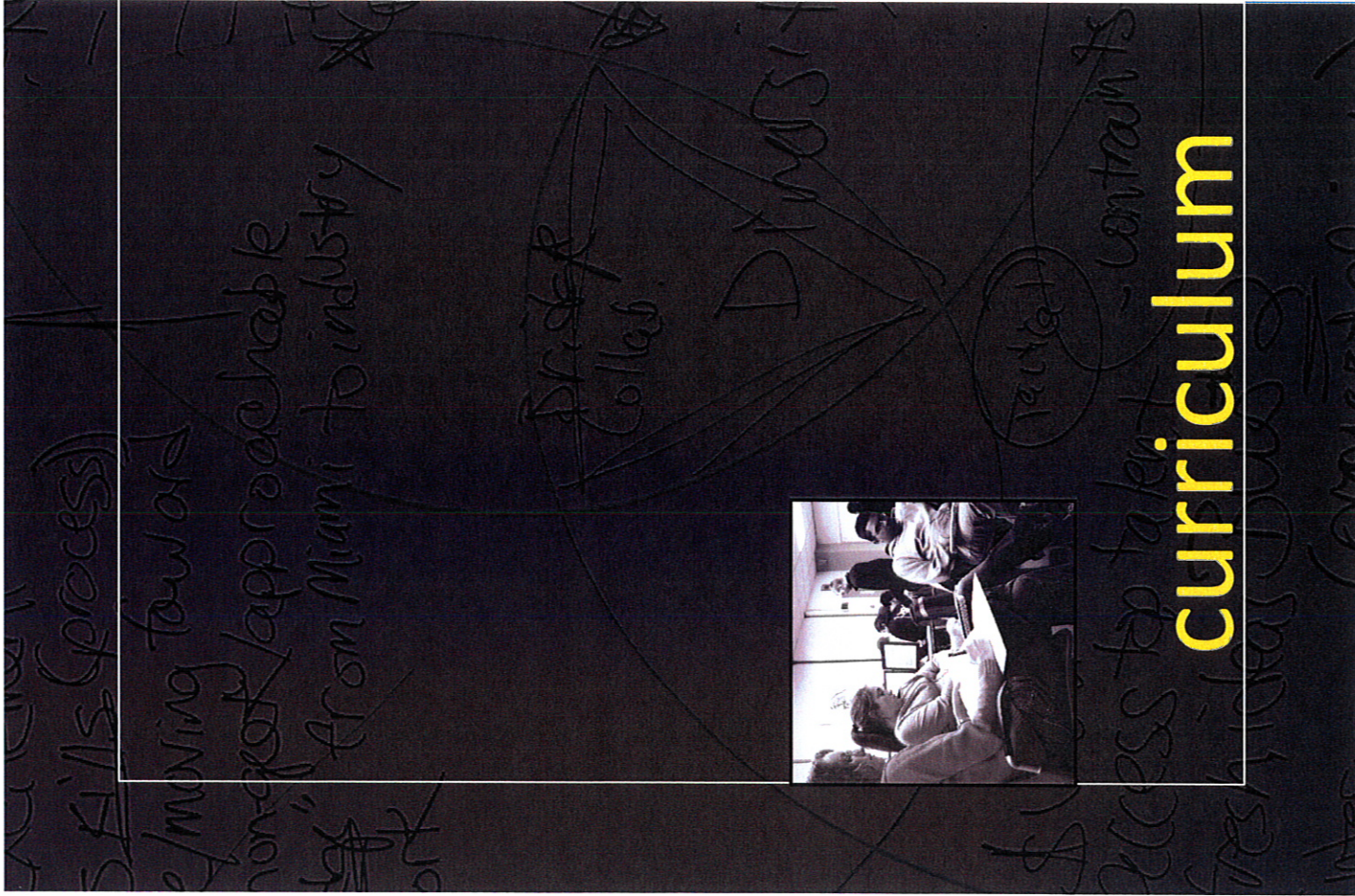
**Senior Research Fellows:**

Ted Smith, EDP Patient Engagement & Analytics

The HealthCentral Network

Nick Gillespie, Editor, Reason.tv

**AIMS**



AIMS offers various levels of curricular involvement for Miami students:

**IMS Thematic Sequence (9 hrs.)**

**IMS Minor (19 hrs.)**

**IMS Game Studies Minor (18 hrs.)**

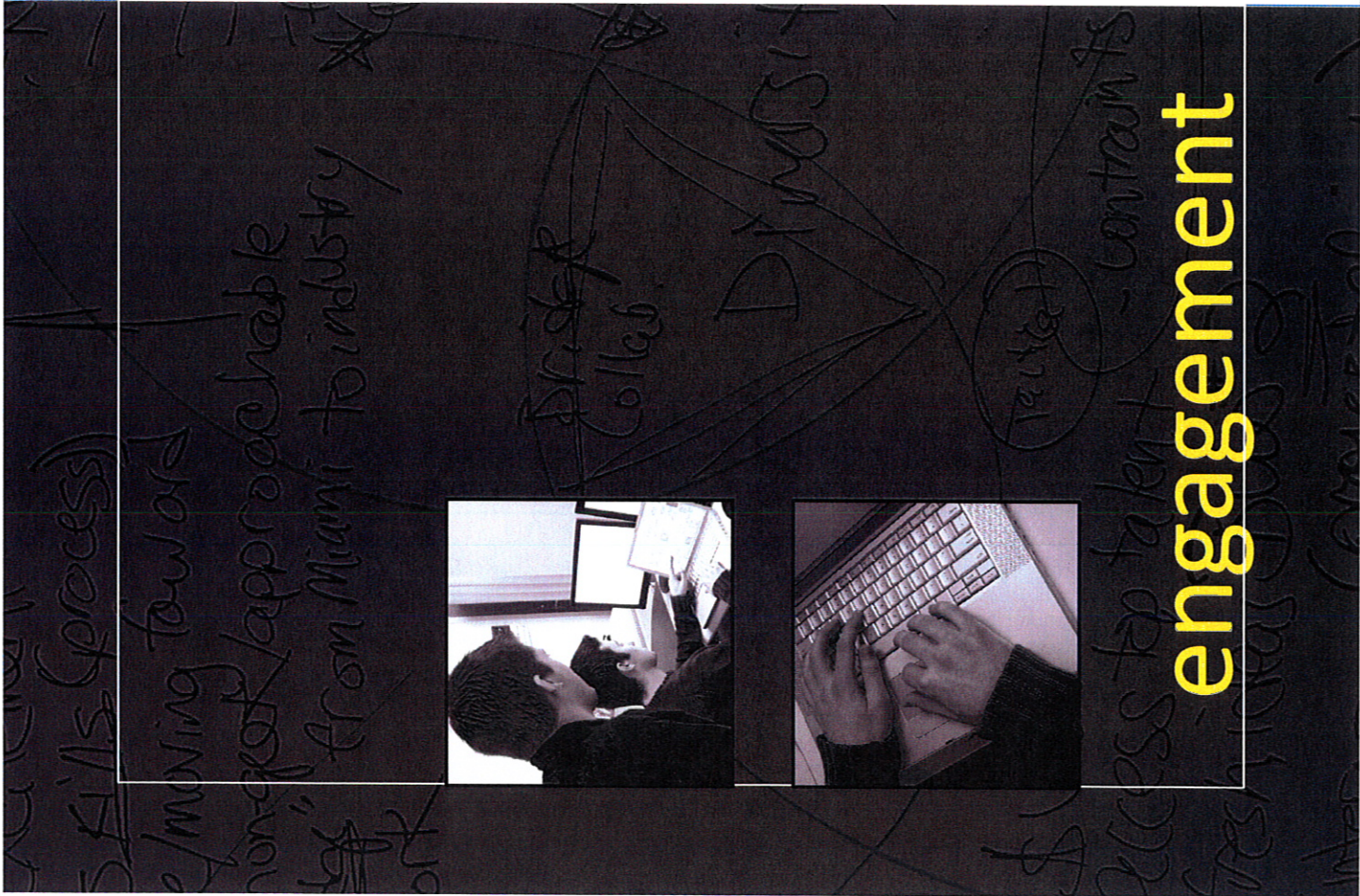
**IMS Co-Major (36 hrs.)**

**International Programs (6–8 hrs.)**

The AIMS capstone practicum, Armstrong Interactive, is offered in multiple sections each semester, and internationally in the summer. (China, Ireland, and Scandinavia)

In the spring of 2010 AIMS will be proposing a Bachelor of Science in Interactive Media.

**AIMS**



# engagement

Armstrong Interactive Client Partners



The J. Peterman Company

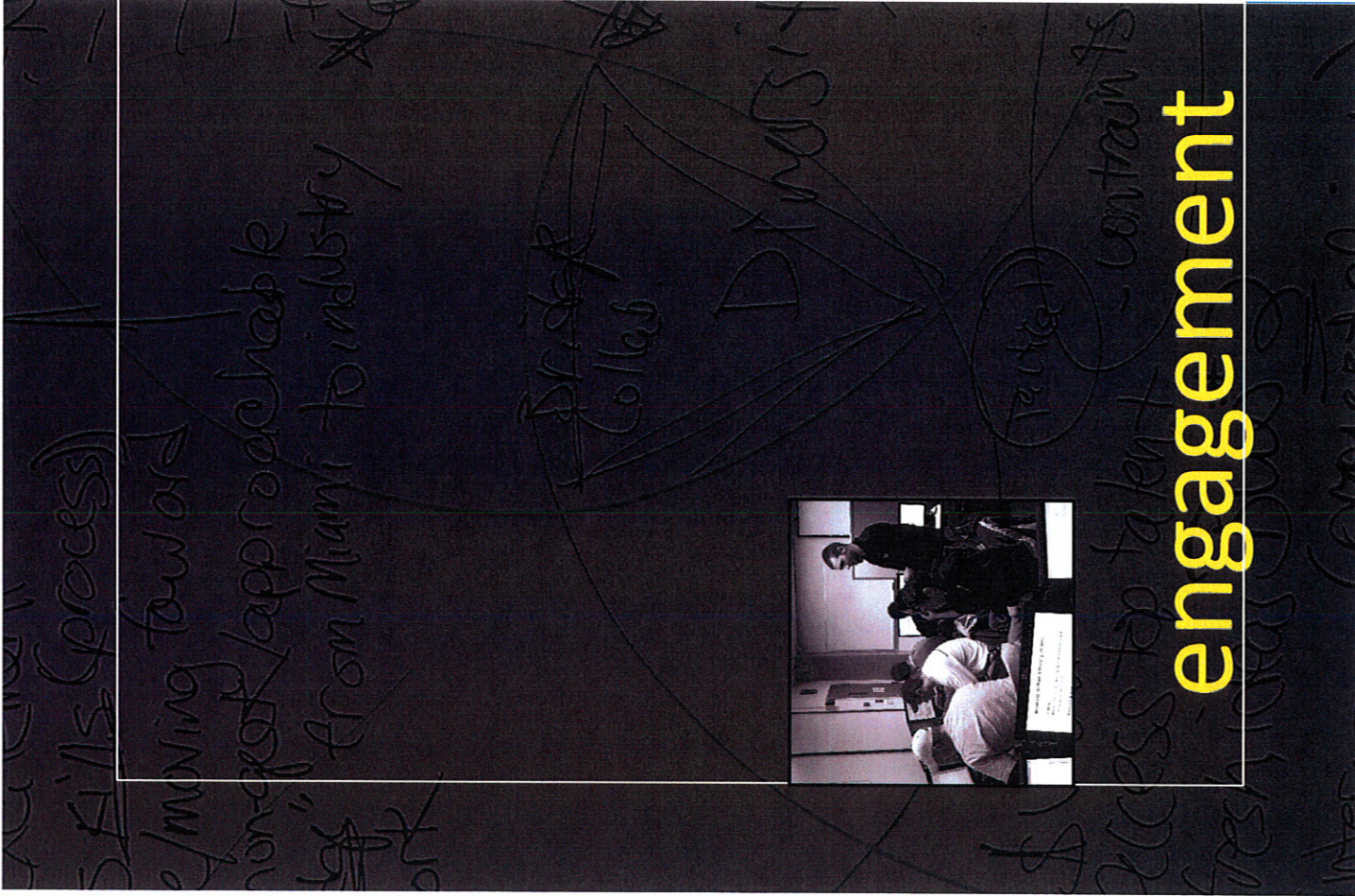


CardinalHealth



WEBER SHANDWICK  
WORLDWIDE





Current Examples of Engaged Learning

Tibet Projects

TED Conference

iPhone App Development

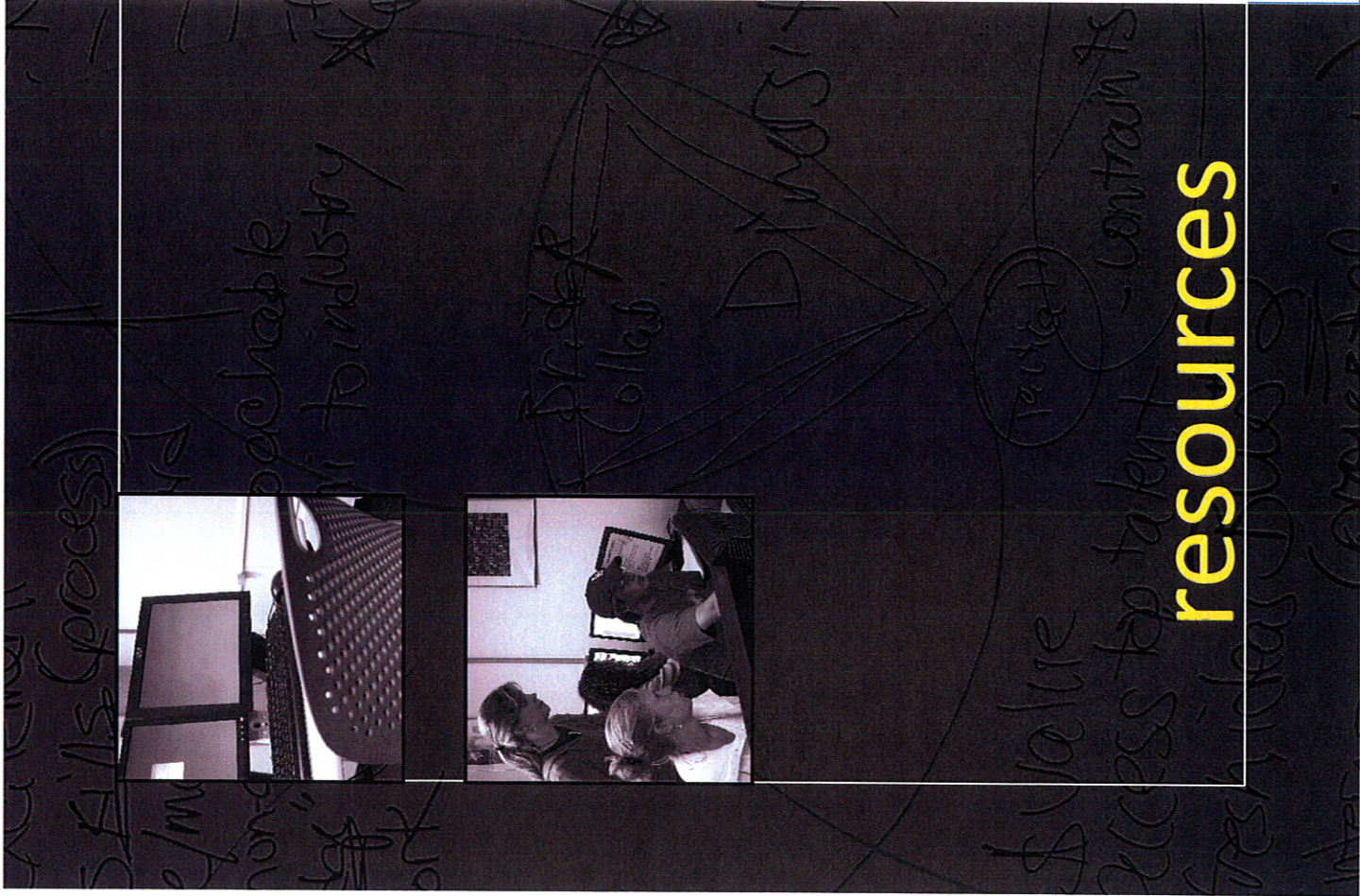
AIMS Ireland

Think-Build & Prototyping

Global Game Jam

engagement

AIMS



## AIMS and Partner Facilities

3D Visualization Lab (FSB)

Rapid Prototyping Lab (SEAS)

Game Lab (ULB)

Interactive Development Labs (SFA/ULB)

Videoconferencing Classroom (SEAS)

Huge Immersive Virtual Environment  
(CAS)

Motion Capture Lab (EHS)

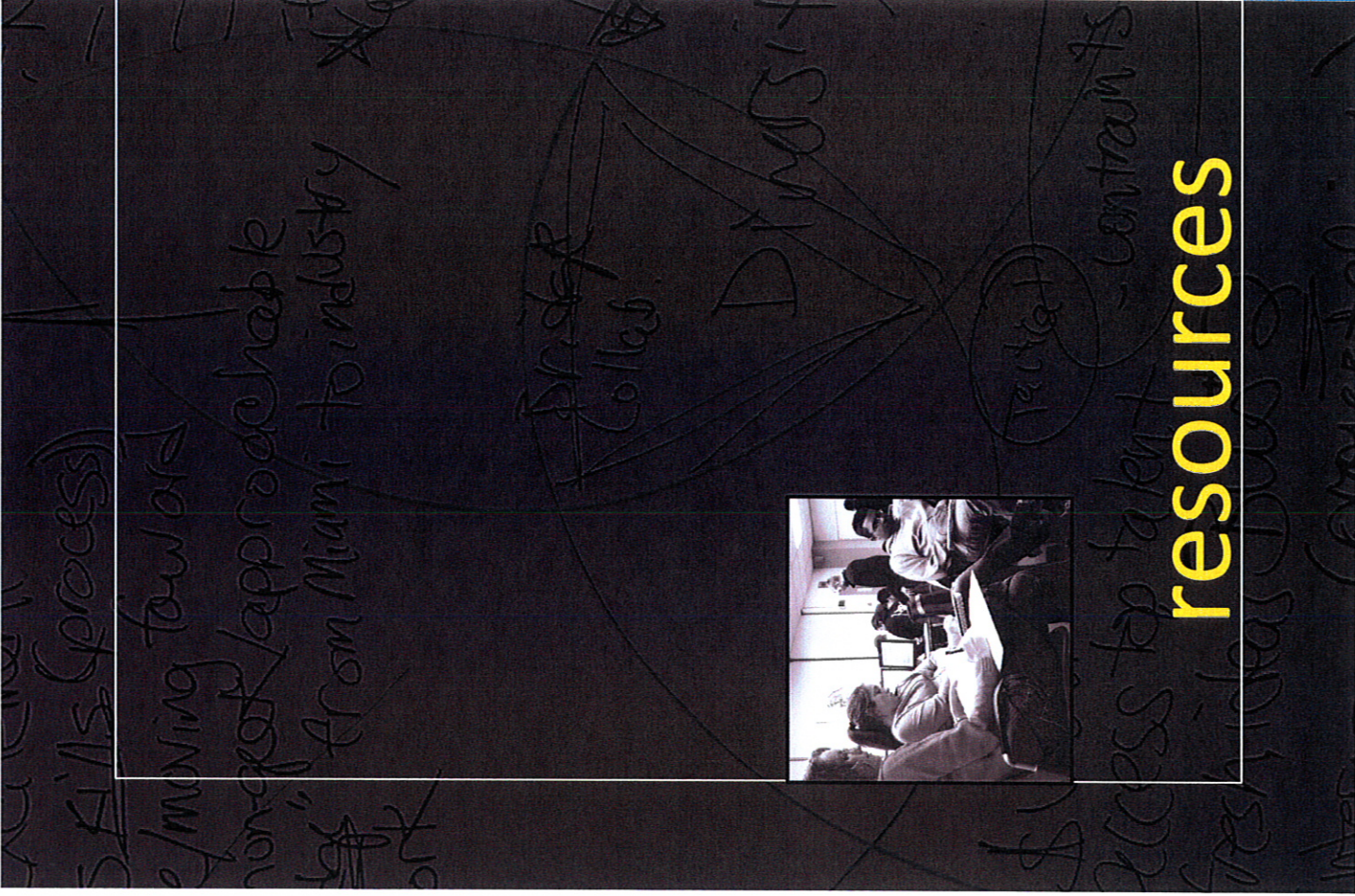
Suite of Mobile 3D Technology

Immersive CAVE (Jan 2011)

Life-Size Hologram Screen (Jan 2011)

**resources**

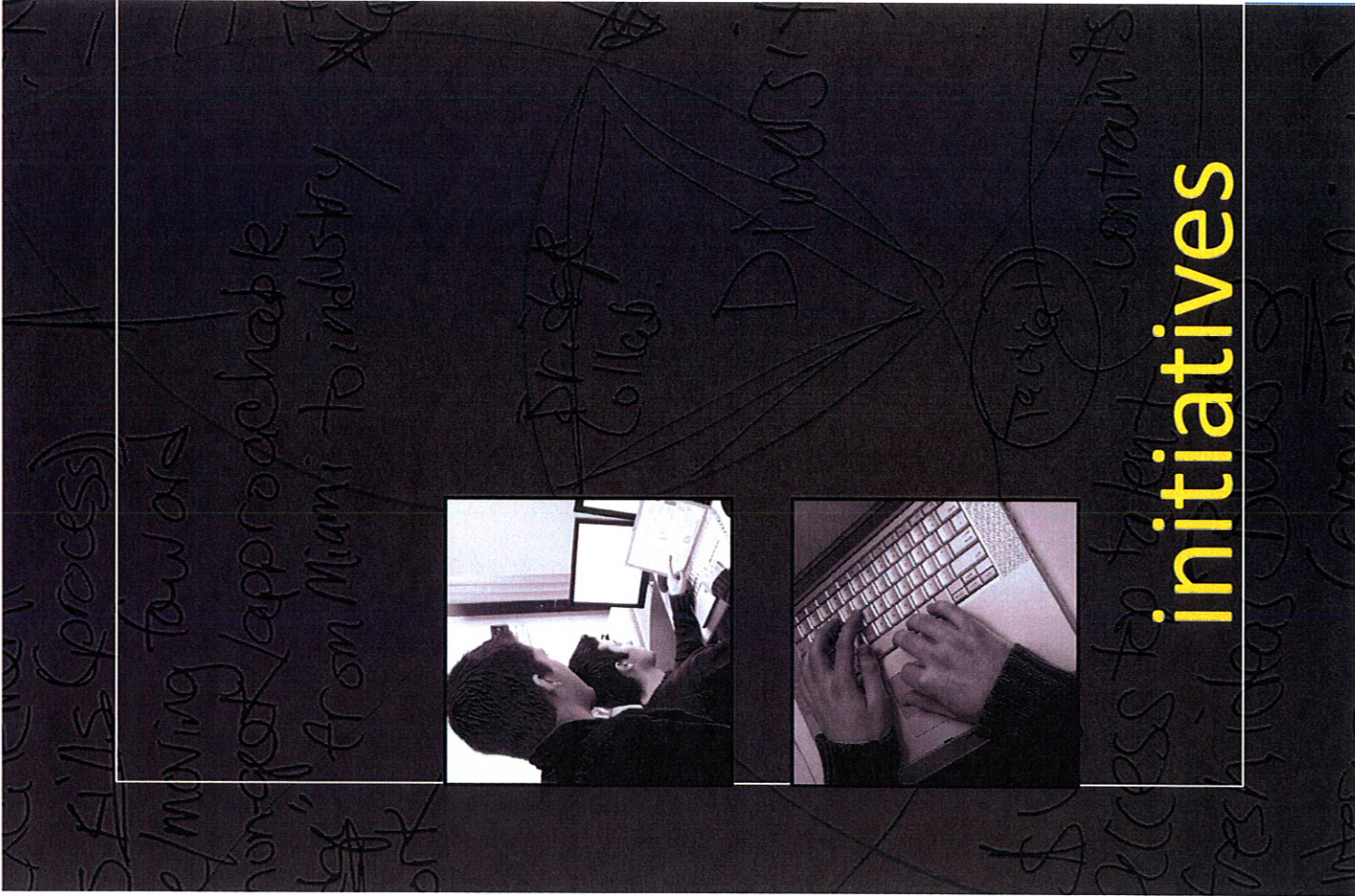
# AIMS



### AIMS External Funding

- \$1M Grant from P&G
- \$15M Gift from Mike Armstrong
- \$1.75M Gift from John Smale
- Various Small Gifts
- NSF Grants
- NEH Grant
- Ongoing Funding from Industry Collaboration

# AIMS



# initiatives

## Strategic Initiatives & Partnerships

Miami Design Collaborative

Small Interactive Visualization Center

Digital Innovation Lab

Digital Management Graduate Certificate

Usability & Experience Design Games & Learning

Smart Phone & Mobile Computing

Center for Tibetan Studies

Social Media Marketing

Digital Humanities

# AIMS

BICENTENNIAL STUDENT CENTER

STUDENT SURVEY & RECOMMENDATION

Board of Trustees – 2.5.10

Student Survey: Main Points

- History & Implementation
- Respondents
- Programmatic Results
- Financial Results
- Educational Results

History & Implementation

- Need for empirical student input
- Commitment to the Board of Trustees
- Presentations from Robert Keller & Dr. Creamer
- ASG hired Brailsford & Dunlavey
- Financial support from ASG & the Parents Fund

Respondents

- 8200 invitations, 1816 responses, 22% response rate
- 2.3% margin of error (95% confidence interval)

Survey Response	Survey Margin of Error
100	13.50%
200	10.00%
300	8.00%
400	7.00%
500	6.50%
600	6.00%
700	5.80%
800	5.60%
900	5.40%
1000	5.20%
1100	5.00%
1200	4.80%
1300	4.60%
1400	4.40%
1500	4.20%
1600	4.00%
1700	3.80%
1800	3.60%
1816	2.30%
1900	2.20%
2000	2.10%



### Financial Results

- Supporters
- Non supporters
- Fee Support Summary
- Support by Economic Background
- Support by Class
- Recreational Sports Center

### Supporters: \$174/semester

- 57% very/somewhat likely to support
- 5% don't know/need more information

Q39. Would you be willing to support a new student fee of up to \$174 per semester for a new student center?

Response	Percentage
Very likely to support it	19%
Somewhat likely to support it	37%
Somewhat unlikely to support it	19%
Not at all likely to support it	19%
Don't know/need more info.	5%

### Non Supporters: \$174/semester

- 38% somewhat unlikely/not at all
- 65% responded 'current economic conditions affect great deal'

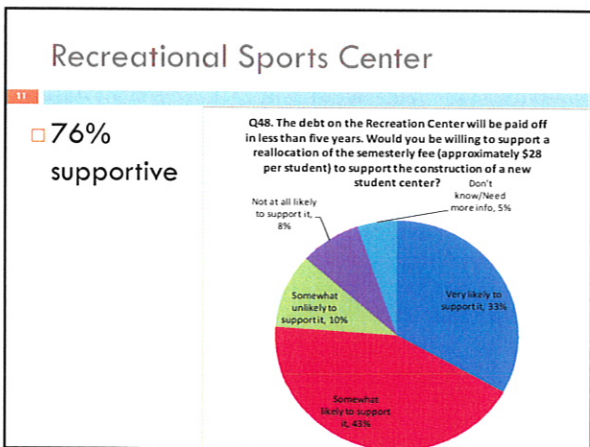
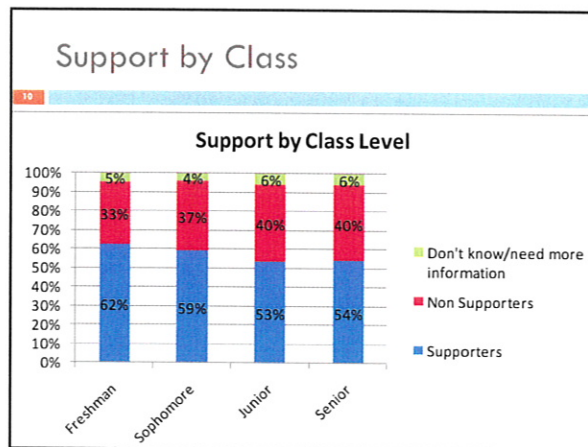
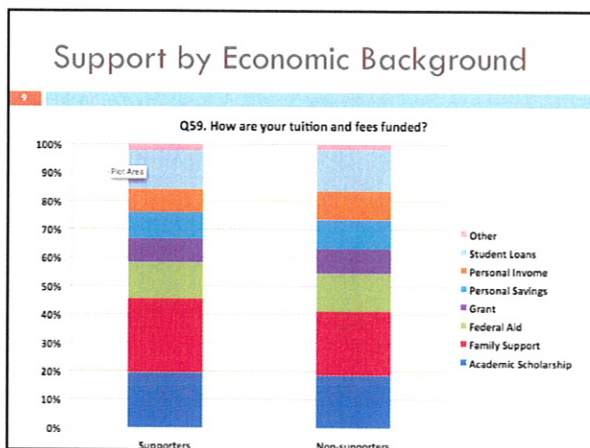
Q41. If you were unsupportive, what are the major reasons why? (SELECT ALL THAT APPLY)

Reason	Percentage
Not worth the price	55%
Can't afford the fee	45%
Satisfied with the Shriver Center	42%
Don't believe students should pay fees	41%
Would not use a new student center	35%
Other	18%
Activities important to me are not included in the project	11%

### Fee Support Summary

Respondents	Fee Level / Semester		
	\$174	\$125+	\$100+
% Respondents	100%	43%	31%
Supporters	57%	66%	75%
Non-Supporters	38%	29%	22%
Need More Info.	5%	4%	2%

- 75% supportive of a \$100+ student fee
- 66% supportive of a \$125+ student fee
- 22% unsupportive of all student fee selections

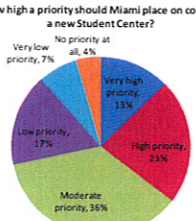


- ### Educational Results
- Student Fee Awareness
  - Project Awareness
  - Educational Mediums
  - BSC as a University Priority

### BSC as a University Priority

- 35% selected "very high" or "high" priority
- 24% selected "low" or "very low" priority

Q46. How high a priority should Miami place on constructing a new Student Center?



Priority Level	Percentage
No priority at all	4%
Very low priority	7%
Low priority	17%
Moderate priority	36%
High priority	23%
Very high priority	13%

### BSC as a University Priority (cont.)

- Reason why respondents selected "low" or "very low"
  - Current facilities are satisfactory (51%)
  - Student Center is necessary but Miami has more pressing priorities (35%)
  - If students want better they can go off-campus (3%)

### BSC Student Survey

# Questions?

### Recommendation: Main Points

- Project Timeline
- RSC Student Fees
- Partnership
- Stipulations
- Education
- Student Involvement

### Project Timeline

17

- Plans for the Bicentennial Student Center are to proceed as scheduled to be opened in 2014 for the following reasons:
  1. A majority of students support student fees that would cover the full cost of the BSC.
  2. Costs of construction and bonding are at generational lows.
  3. Miami must remain competitive to attract top-tier students and improve the value of the Miami degree.
  4. There is a continued need for student organization offices, study space, meeting rooms, programming spaces, and dining options.

### RSC Student Fees

18

- Upon final payment on the bonds for the Recreational Sports Center, student fees not used for further maintenance and upkeep of the RSC should be redirected to pay for the Bicentennial Student Center.

### Partnership

19

- Students wish to partner with Miami University's alumni and friends to pay for the Bicentennial Student Center. Student's support increased fees to repay bonds issued to construct the BSC totaling 60% of the overall cost.

Type of Funds	Percentage of Construction Cost	Construction Cost
Student Fees	60%	\$37,200,000
Donations	40%	\$24,800,000
		<b>\$62,000,000 Total</b>

### Partnership (cont.)

20

- Students also agree to fees to support the daily operations of the BSC.

Scenario	Gift	Phase I Facilities Fee Debt (per semester)	Phase I Operations General Fee (per semester)	Total New Facilities General Fee (per semester)
4	\$28,350,000	\$61.00	\$41.00	\$102.00
New	\$24,800,000	\$68.92	\$41.00	\$109.92
5	\$22,700,000	\$73.00	\$41.00	\$114.50

Based on projections provided by Dr. David Creamer in "Bicentennial Student Center Funding Scenarios Cost"

## Stipulations

21

- Student government is very aware of the delicate balance that Miami University will have to strike in the coming years to maintain strong funding for our current academic and co-curricular experience while making strategic investments that will improve recruitment of top-tier students and improve the value of a Miami degree. Thus, we place the following stipulations on this recommendation.

## Stipulations (cont.)

22

1. The economy and amount of the subsidy provided by the state of Ohio does not adversely affect Miami's financial standing beyond current estimates.
2. Miami's future student enrollment meets or exceeds its targeted goals.
3. No general fee revenue shall be removed from existing Miami operations to support the construction or operations of the BSC, excluding those operations of which will be directly affected by the BSC (Ex: Shriver Center).

## Stipulations (cont.)

23

4. Student fees shall only begin once the BSC becomes operational.
5. Student fees shall not exceed \$125 per student per semester at any point to support the construction and operation (indexed for inflation) of the BSC.

## Education

24

- The student survey showed a clear need for continued education among students and the greater Miami community about the BSC. As the design of the BSC is finished considerable effort by Miami faculty, staff, administrators and student government must be taken to educate our community on this important project.

### Student Involvement

25

- Broad student involvement must continue throughout all aspects of the planning process for the BSC.

### Special Thanks

26

- Cabinet & Senators of ASG
- Dr. David Creamer
- Dr. Barbara Jones
- Dr. Mosley-Howard
- Dr. Mark Shanley
- Mr. Robert Keller
- Mr. John Seibert
- Parents Fund

27

### BSC Recommendation

# Questions?



Jonathan McNabb, Student Body President

Miami University  
374 Shriver Center  
Oxford, OH 45056-2804

## Bicentennial Student Center Student Survey & Recommendation

### Executive Summary

This year Associated Student Government (ASG) has taken great care to fully understand the costs and benefits of the Bicentennial Student Center (BSC). Based on research and student survey information included below, we have developed a recommendation for the BSC.

In October ASG hired Brailsford & Dunlavy to develop a survey of students that would analyze the BSC financially and programmatically. The findings from this survey were released at Student Senate on January 19<sup>th</sup>, 2010 and included the following results:

- 57% supportive of a \$174 student fee
- 66% supportive of a \$125 student fee
- 75% supportive of a \$100 student fee
- 22% unsupportive of all student fee selections

The survey also showed that an important minority of students exists that do not support the BSC because they find it not worth the price, are satisfied with the Shriver Center or would not use a new student center. The survey also found that the following important results:

- 76% support directing fees to the BSC following the retirement of Rec Center (RSC) bonds
- 58% are familiar with the BSC project details
- BSC as a University priority: 35% "very high" or "high", 24% "low" or "very low"

On February 2<sup>nd</sup>, 2010 Student Senate unanimously approved a recommendation regarding the student fees and donations associated with the construction and operations of the BSC. This recommendation includes:

- Support for the current project timeline
- Redirecting of RSC fees to the BSC excluding costs of upkeep & maintenance
- Student fees of approximately \$110 to support construction and operating expenses
- Continued involvement in and education of the BSC with students

Stipulations placed on this recommendation include:

- Miami is not adversely affected beyond current estimates by the economy or state subsidy
- Future enrollment targets are met or exceeded
- No general fee revenue shall be used to support the BSC (exclusions apply)
- Student fees shall begin when the BSC becomes operational and not exceed \$125

Debra Allison  
February 5, 2010

Mr. Chair and Members of the Board,

In December I updated you on IT Services' project to outsource Miami student's e-mail. As I indicated, outsourcing student e-mail to the "cloud" is the first step toward a technology future marked by options and choices. This quarter I'd like to touch on some of the other fast-developing options we are investigating to provide quality IT services while maximizing efficiencies.

In 2004 IT Services' first major strategic planning process resulted in a broad set of strategic goals and tactical plans that re-shaped how IT was managed, funded and operated. This spring we are launching a new effort, highlighted by a strategic planning Web site, to guide our next 3-5 years. Based on a crowd-sourcing model, the Web site will provide a public forum for idea sharing, commenting and voting available to all members of the university community 24x7. The site is set to launch later this month at <https://www.units.muohio.edu/uit/about-it/it-miami-ideas-campaign>, and I hope you will visit the site and participate.

Following the Chancellor's lead, Ohio's CIOs have been looking for opportunities to leverage our current vendor relationships to gain advantage for all. A shining example is the new OBUG - Ohio Banner Users Group. This group of public and private schools who use the SunGard Banner ERP system have banded together and approached SunGard as a consortium. Within months of the first meeting, the group is negotiating with SunGard to replicate a successful model they have used in Texas, offering a significantly higher level of customer support. This agreement will result in Miami and other participating schools having access to dedicated SunGard developers assigned to support the needs of the OBUG schools, freeing local developers to work on other projects. This consortium has come together at record speed. From a first meeting in November 2009, it is anticipated that an agreement will be in place in 2010.

IT Services currently supports the Blackboard Learning Management System (LMS), but will invest time and resources this year to review the growing open-source options created by higher education consortiums to meet higher education needs. An LMS provides a range of communication, collaboration and assessment support for teaching and learning, and approximately 72% of current Miami classes use Blackboard in some way. In conversation with this fall's Lilly Conference keynote speaker, Michael Wesch, IT staff members confirmed what they intuitively knew. Wesch, known for his work on culture, technology and education, elaborated on the need for a flexible LMS that will support faculty and students at whatever level of technology they are comfortable with. Further, he indicated that a single solution for all faculty and all classes may not be optimal or desirable. Our investigations will need to explore how faculty and students wish to use an LMS and what technology solution(s) would provide the best support for teaching and learning.



Cloud computing is not the only phrase that will take on new meaning in the coming year. "Shared services" will also join our lexicon of new tools. We are working with colleagues across the state to draft a framework for how Ohio universities and colleges can work together to share services, reducing duplication of work and expense across the state and improving service. We need to identify areas where efficiencies can result in savings and other efficiencies, while maintaining the appropriate level of quality.

One example of shared services that will reap benefits for Miami is a newly forged relationship between the IT Services Print Center and the Ohio State University Printing Services. OSU's large size and urban environment have supported a sizeable print operation, while Miami has struggled to "right size" our printing operations. While the details of the shared services relationship are still being evaluated, it appears clear that Miami can leverage excess production capacity at OSU to reduce its onsite print operations with little or no impact on service to the university in price, speed or quality. In fact, service improvements may be possible.

We appreciate the support we've received from the University community as we've implemented changes to services necessitated by the budget reduction as well as the need to reposition resources for higher priority needs. We are making significant progress in reallocating resources for Miami's future.

Thank you, Mr. Chair and Members of the Board.

Debra Allison  
Interim Vice President for Information Technology