

**BOARD OF TRUSTEES  
MIAMI UNIVERSITY  
Minutes of the June 25, 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 8:30 a.m. in the Heritage Room in the Phillip R. Shriver Center on the Oxford Campus with Mr. John Christie presiding. The Secretary to the Board called the roll and reported six 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	Sue J. Henry (National Trustee)
	Lindsey Bullinger (Student Trustee)	David F. Herche
	Donald L. Crain	Sharon J. Mitchell
	John S. Christie	David M. Shade (National Trustee)
	Jay L. Henderson (National Trustee)	Harry T. Wilks

Absent: S. Kay Geiger  
Thomas J. Grote  
Dennis A. Lieberman  
Matthew Shroder (Student Trustee)

Upon recommendation of the Chair, Mr. Crain moved, Mrs. Mitchell seconded, and by roll call vote the Board convened to Executive Session for the purpose of discussing personnel, discussing the purchase or lease of property, and conferring with General Counsel as provided by the Open Meetings Act, Ohio Revised Code Section 121.22. At 9:05 a.m. the Board adjourned the Executive Session and convened into the Public Business Session.

**Approval of the Minutes of the April 23, 2010 Meeting**

On a motion made by Mr. Crain and seconded by Mr. Bhati, the minutes of the April 23, 2010 meeting were approved.

**Consent Calendar**

Upon recommendation of President Hodge, Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote the resolutions on the Consent Calendar for the June 25, 2010 meeting were approved with six Trustees voting in favor and none opposed.

**Designation of Emerita/Emeritus**

RESOLUTION R2010-33

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:

Anthony Cooper  
Psychology

Milton D. Cox  
Mathematics

Howard R. Epstein  
Educational Psychology, Hamilton Campus

Dennis Sullivan  
Economics

Charles Watson  
Management

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

Christine Noble  
School of Engineering & Applied Science

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:

William Custer  
Information Technology

Ian Peat  
Chemistry & Biochemistry

**Allocation from Unrestricted Gift Funds for 2009-2010**

RESOLUTION R2010-34

BE IT RESOLVED: by the Board of Trustees that the below stated funds be allocated from unrestricted contributions to the Miami University Fund for the period July 1, 2009 to June 30, 2010:

	<u>2009-2010</u>
Office of the President	\$ 43,250
Academic Affairs	\$ 166,670
Finance & Business Services	\$ 115,000
University Advancement	\$ 745,590
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Total	\$1,070,510

**Committee on Naming of Campus Facilities**

RESOLUTION R2010-35

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

The Jones Conference Room  
Room 1038A Farmer School of Business  
Gift of Gregory K. Jones (Class of 1983)

**Comments by the Chair**

Board Chair John Christie's remarks are recorded verbatim.

Good morning and welcome to today's Board of Trustees meeting. I'll begin my remarks with congratulations to Jayne Whitehead, her staff and all the support staff on campus that helped make this year's Alumni Weekend a success. A significant amount of work takes place behind the scenes to ensure positive experiences for our alumni, and the Board is very appreciative of those efforts.

Congratulations also go to members of the Academic Affairs division, the Student Affairs division, and other support staff who are contributing to the success of this year's Summer Orientation program for our incoming first-year class. By all accounts our students and parents are having positive experiences in preparation for the opening of school in August. Again, there are countless Miami staff members who work diligently

behind the scenes to make the Orientation experience a positive one, and on behalf of the Board we thank everyone involved.

I also want to congratulate President Hodge for his selection by the presidents of the Ohio four-year public universities as the next chair of the Inter-University Council of Ohio. The IUC was established in 1939 as a voluntary educational association of Ohio's public universities and today represents 14 institutions. The association's purpose is to facilitate the development of common interest and concern of its members and to assist in sustaining and improving the quality of public higher education. IUC also engages in public relations, research and government liaison work on behalf of its members.

Dr. Hodge's new leadership role with the IUC will complement the work he is doing on the national level as an executive board member of the Association of American Colleges and Universities. His advocacy for the public mission and benefits of higher education at the state and national levels enhances leadership opportunities for Miami University to make our state and nation stronger. Again President Hodge, congratulations on your selection.

Today we have a number of significant actions to take on our agenda, including approving next year's budget and setting our tuition. After several years of not raising tuition, we do have three ordinances today proposing that we do so. Members of the Finance and Audit Committee have thoroughly discussed and evaluated increasing tuition, as has administrative staff. While we are using constraint in recommending increases, this is still a difficult decision. But there are excellent reasons for approving the tuition ordinances.

While Miami's tuition is higher than other state universities in Ohio, the value of a Miami education is one of the best in the nation because our students graduate on time, exceptionally well-prepared with skills sought after by employers and graduate programs. With a median time to graduation of 3.7 years the total cost-per-degree places Miami in the bottom half of Ohio schools. Miami's graduation rate of 83% is among the top ten for all public universities in the country and is the highest of all Ohio publics. This unwavering commitment to student success involves continued investment in academics and support programs that prepare Miami's graduates for future success.

The Board of Trustees is committed to not only maintaining but improving the quality of a Miami education in the most strategic and cost-conscious manner possible. We all know this will be challenging in the current fiscal environment, but it is what we must be committed to doing. There are hard decisions to make, and that's evident on today's agenda.

### **President's Report**

President Hodge commented upon his selection as the Chair of the Inter-University Council of Ohio (IUC) and complimented the efforts of Bruce Johnson, the President of IUC, to transform the organization into a powerful voice for higher education and to take actions to improve the future of Ohio. Dr. Hodge reported that there are four pillars that the IUC is focusing upon for the upcoming year: an economic growth agenda for Ohio; a transformation agenda, recognizing this is a period of great

change for higher education in Ohio; an efficiency agenda focusing upon making the cost of higher education as efficient and effective as possible; and an advocacy agenda.

President Hodge discussed the agenda for the American Association of Colleges and Universities (AAC&U). He stated that the AAC&U works to reinforce the commitment to liberal education at both the national and the local levels and to help individual colleges and universities keep the quality of student learning at the core of their work as they evolve to meet new economic and social challenges.

Dr. Hodge reminded the Board about the appointment of a Strategic Priorities Task Force that is looking at the long-range issues facing all of higher education, the State of Ohio, and specifically Miami University. He stated that the Committee has analyzed significant amounts of data, identified trends that will affect the University, and will be making significant recommendations to position ourselves in preparing for the future. The Task Force expects to have a draft of their final report by the beginning of the academic year and the report will be an agenda topic at the September Board of Trustees meeting. Dr. Hodge stated that his annual address will be scheduled during the first two weeks of October and will focus upon the Task Force's report and future actions.

President Hodge reported that Miami's new six-year graduation rate of 83 percent was announced earlier in the spring, which is a record for the University. The second data point that he emphasized was the fact that 44 percent of the graduates of the class of 2009 had some type of international experience while at Miami. He indicated this is one of the highest rates in the nation. The University's goal for the class of 2014 is 50 percent. Dr. Hodge noted that Student Trustee Matt Shroder was not present at today's meeting because he is studying abroad.

Dr. Hodge congratulated everyone involved with Summer Orientation. He remarked that the in-coming class is a strong class in both number and quality, and it is a record class in both the number and percentage of students of color.

President Hodge reported that approximately 3,700 students graduated in May. While the weather was challenging, a very large crowd attended and heard a wonderful commencement address from U.S. Ambassador to Haiti Kenneth Merten, a 1983 Miami graduate.

President Hodge also congratulated and thanked all those involved in Alumni Weekend, remarking that there was a great turnout and high energy among the attendees.

President Hodge, stating that he was deeply honored to do so, announced a very special gift from a family of Miami alumni. He recognized National Trustee David Shade and his family, through their family foundation, for pledging \$1.5 million to name the space inside the Bicentennial Student Center (BSC) where Rowan Hall is currently located. The President stated that this space will be the front door to the BSC, the family room and heritage room of the BSC, and a place for students to gather and interact. Dr. Hodge commented that this area will be a significant place and expressed his excitement that the David Shade family name will forever be associated with it. The Board and members of the audience expressed their appreciation through a sustained ovation.

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

Committee Chair Sue Henry's report is recorded verbatim.

The Provost announced that the Director of Admissions Laurie Kohler has left to take the position of Admissions Director at Bryn Mawr University. Dean of Students Susan Mosley-Howard announced that new student orientation had begun and the "Click-It" technology was a big hit in the parent sessions.

John Skillings, Special Assistant to the President for Enrollment Management, reported that we have met our target of 3,450 to 3,550 entering students for Fall 2010. Applications were up modestly by 1%, but even still we reached a new record for applications with 16,942. We admitted approximately the same number of students as last year. However, our confirmations are up 10.7% (357 students) from last year. So our yield this year was up 2.5 points. We have 3,691 new students confirmed for this fall. We expect a few more confirmations and also some summer melt. So ultimately, we anticipate an enrollment of 3,575 to 3,600-- a bit above our target. Dr. Skillings attributes this increase in yield and enrollment to merit scholarships, improved campus visits and improved communications.

The incoming class has an average ACT score of 26.1 and average GPA of 3.6. We have improved our diversity to where 12.5% of the class is multi-cultural which represents a 20% increase. The number of Access Miami students is up 10% from 203 to 228. One-third of the class is from out-of-state and we have 30 more transfer students than last year – a 16% increase.

The challenges for the admission department for the upcoming year are: to hire a new director of enrollment management (the search is ongoing and there will be on campus interviews in July) and to hire a new director of admissions. The University recently has hired regional recruiters for California and the Northeast. We will have a new marketing campaign and will continue to advertise the merit aid program in order to grow applications. We will continue to work with the outside consultants, Scannell & Kurz. We are anticipating targeting the same number of incoming freshmen for 2011 as this year, but we hope to increase the number of transfer students and out-of-state students.

One disappointment in the admissions program has been that, although we increased the number of international student applications, we did not increase the number of confirmations. We are looking into that to discover the reason.

We heard a presentation from Provost Jeffrey Herbst with an audit of class sizes across the University from 2001 to 2009. He distributed an analysis showing a substantial variation across the divisions. There has been a general increase in average class sizes with a small addition of relatively large classes and a smaller increase in classes of medium size. Some of this has been driven by budgetary concerns. We tried to increase classes at the high end to save money because the dynamics don't change between a class of 50 or 60. Other classes were intentionally increased and the teaching approach was updated. Some increases were the result of faculty changes over the years.

There is a large variation between divisions because of the nature of the classes they teach. The College of Arts and Sciences maintains classes bigger than other

divisions because English and the language classes are in such demand. We try to maintain the sizes in small classes. There are dozens of classes with fewer than 10 undergraduates or 7 graduate students including ROTC. However much people seem to desire small classes, the educational value of them is hard to establish.

Vice President for Student Affairs Barbara Jones and Susan Vaughn, the Director of Ethics & Student Conflict Resolution, and Lucille Hautau, Assistant to the Provost, presented a discussion of the new academic and non-academic conduct policy. They explained that the new academic integrity policy now covers behaviors both in and outside the classroom. The most common issues involve plagiarism and cheating in the classroom and fake IDs and providing false information to the police. If a student is guilty of two offenses, of either type, the student will be suspended. The new policy allows for information sharing between the Office of Student Affairs and the Provost's office through the merger of data bases that allows both offices to search for prior offenses. This is very different from very many universities that do not impose any sanctions for behavior outside the classroom.

As part of the new policy, freshmen receive ethics training that, next year, will also be included in the sophomore curriculum. An academic integrity website has been created that discusses how to identify a violation and provides to faculty templates for letters reporting a violation. Another new aspect is that now "not responsible" as well as "responsible" notices are being sent to accused students. In addition, an online academic integrity seminar is being provided as one possible sanction for first-time violators.

Larry Fink , the Assistant Vice President for Housing & Auxiliaries, and Lucinda Coveney, the Director of Housing Contracts & Meals Plans, spoke with us about plans for housing the incoming class in the fall. The University has 7,310 available beds in 35 residence halls and 6 apartment buildings. There are 3,545 beds for freshmen and 3,765 for upperclassmen. That number remains the same year to year. Despite some concerns in the City of Oxford, we are not expanding that number. We want to have a high occupancy rate so that we can reinvest those funds in a long range housing program of rehabilitation and new construction that will go on for 20 years.

Traditionally, we do accommodate everyone who wants to live in University housing. Last fall, we had 37 students in temporary housing for 14 days. These were primarily incoming transfer students who wanted to live on campus. There was no charge to them for the temporary housing. The international students come to campus in advance of the rest of the class and during this period, they also are housed in temporary quarters. However, once the academic year begins, the international students are moved into their normal rooms.

The University General Counsel Robin Parker introduced the Associate General Counsel Chris Wilson who explained to us the status of student intellectual property rights. Currently, under University policy, faculty and students own the copyright to items they create, primarily articles, with two exceptions: anything subject to a grant restriction, and anything resulting from a University assignment – then the University owns it. There is a possibility of changing this policy.

There has been an expansion of third party classroom collaborations, such as the High Wire Branding Studio, wherein our students are hired by private companies. The students receive course credit and resume entries, but are not paid. The problem has

arisen because the hiring companies want to hold the copyrights. We are concerned that if we don't address this issue we may scare away companies that we'd like to partner with for many projects including the service learning programs. We need to develop a third party exception to our policy for appropriate situations so we can transfer the copyright from the students or the University to the company that paid for the work. Our High Wire Brand Studio agreement has been developed as a model agreement outlining the legal issues for classroom collaborations. It is available for review on the General Counsel's website. The suggested changes to the Intellectual Property policy are expected to be presented to the University Senate in October. On this issue, we are way ahead of other universities and this will encourage further collaborations. In contrast, by state statute, every patentable item is owned by the University.

We had a discussion regarding online professor rating websites such as RateMyProfessor.com and PickAProf.com which are heavily utilized by our students. Many students use these sites for grade shopping seeking to find courses with easy "A's." Also, students appear to be aware that the postings frequently are written by students at both ends of the spectrum – either those really angry about the class or those really happy about it. The sites have a voluntary system of accountability and some do offer a "rebuttal" option to the professors. Professors generally are dismissive of these types of sites. One challenge that the sites present is that more of them are containing postings of papers and exams from the classes.

We are hoping to provide a better option for our students through our new and improved course evaluation system which is available to everyone and may be posted online. Also, the current University registration website contains the grade distributions for the past 5 years for all classes. Suggestions are being made at new student orientation that students not use the commercial sites.

Provost Herbst explained that a prospectus for approving a new degree at Miami of the B.S. in Information Technology, Major in Health Information Technology will be submitted to the Ohio Board of Regents for review. After The Regents' review and approval, it will come back to Miami for further amendment and revision and ultimately Board of Trustee approval.

Diane Delisio, Chair of Computer and information Technology, explained that there is a need for this degree at Miami even though the degree already is offered elsewhere in Ohio. There is a national trend towards digitizing medical records and other health care systems. This degree program will aid in devising, implementing and maintaining such systems. It will be offered at the regional campuses and we are in talks with Sinclair University to attract its students to this degree completion program. We are projecting 35 students in the program's first year and an increase of 15-20 each following year.

Trustee Jagdish Bhati reported that he participated in the recent video conference with Chancellor Fingerhut and the Chancellor indicated that the state has funds available to universities for the development of online courses that it would then make available throughout the state via the I-Ohio learning network. The Strategic Priorities Task Force is investigating this option.

Trustee Bhati also noted that the Chancellor indicated that he was interested in receiving suggestions for revising the guidelines for the "Third Frontier" funding.



Trustee Dennis Lieberman said he soon would be attending a retreat with the Chancellor's office and asked Dr. Skillings to provide him with a list of suggested changes and the hindrances we currently encounter towards achieving funding by July 8, 2010, so he could take it to the retreat.

Prior to the reading of recommendation for tenure, Provost Skillings introduced two faculty members retiring this year. Donald Byrnett, Professor of Computer Science and Systems Analysis, and Robert Speckert, Professor of Engineering Technology on the Regional Campuses, were praised for the long and meritorious service to the University.

### **Recommendation for Tenure**

Upon the recommendation of Provost Skillings, Mr. Bhati moved, Mr. Wilks seconded, and by voice vote Resolution R2010-36 was unanimously adopted with six Trustees voting in favor and none opposed.

### RESOLUTION R2010-36

BE IT RESOLVED: that the Board of Trustees hereby approves the recommendation for the awarding of tenure to the following individual, effective August 16, 2010:

Timothy Cameron

Chair & Professor, Mechanical & Manufacturing Engineering

### **Annual Report of Chair of University Senate Executive Committee**

Dr. Sally Lloyd's report to the Board of Trustees is recorded verbatim.

Good morning and thank you for the opportunity to share with you the work of the University Senate for 2009-2010. This morning I would like to accomplish two objectives: to share highlights of our work over the last academic year, and to share some thoughts on the critical role of University Senate in the collegial governance of the university.

Senate serves as the legislative body of the university, and is charged with approval of curricula, educational programs, academic requirements and standards, and the student code of conduct. Senate also is an important conduit for information on student and faculty welfare, fiscal priorities, and campus planning, among others. Our Senate is unique, as it is one of the few across the country that incorporates faculty, staff and students. As a result, we often have lively exchanges on a wide variety of topics and issues.

Some of the major actions of University Senate this past year include:

- A Graduate Certificate in College Teaching;
- A new University-wide student evaluation instrument;
- A Process for promotion for Lecturers and Clinical/professionally licensed faculty;

- A new process for the continuing review of Associate Professors, designed to assist associate professors as they proceed toward consideration for promotion to full professor;
- New majors in Earth Science, Environmental earth science, and individualized studies (the new western program); and
- Undergraduate incomplete policy, deans and presidents list.

This leads me to the second topic, that of the important discussions and presentations that take place each year in Senate. This year, given the primacy of the continuing financial constraints under which the university operates, our discussions on budgetary matters were particularly key. We hosted President Hodge, Vice President Creamer, and the chairs of key committees, and discussed furlough policy; campus planning, in particular the Bicentennial Student Center; fiscal priorities; benefits; and Admissions.

I would like to note in particular the work of the Fiscal Priorities committee this year, under the careful leadership of Dr. Rebecca Luzadis, as well as the collaboration of Dr. Creamer and his staff in bringing the members of the committee up to speed on financial matters, and providing an amazing amount of information to the committee and to Senate. The Fiscal Priorities committee presented to the University Senate a final report that was thoroughly researched, and carefully considered, with cogent and clear recommendations.

Indeed, this year I think we may have set a record in the number of times that Dr. Creamer addressed Senate, and we deeply appreciate his willingness to keep the members of Senate apprised of financial concerns and considerations, and his openness with data and information. In times of financial hardship such as these, such a policy of openness goes a long way in building trust, and quelling rumors with accurate and timely information. As chair of the Executive Committee, I cannot convey strongly enough the importance of these open channels of communication. Senate serves as a critical body for the sharing of information and the seeking of feedback, and we are grateful that the University administration, from the President to the Provost to the Vice President for Finance, has continued to bring issues and concerns to the members of Senate.

Finally, I would like to share with you my thoughts on the role of the Provost in University Senate, and speak about both Provost Herbst and Provost Skillings. The Provost serves as the facilitator of Senate, and meets with the Executive Committee on a regular basis. First, let me say that while some Provosts might dread this responsibility (and in my 20 years here I have had the opportunity to observe several in this role), Provost Herbst actually seemed to relish this role. Let me read you part of the resolution of appreciation that Senate enacted at his last meeting: "Whereas, Jeffrey Herbst has dealt fairly and graciously with the discussions, disagreements, and consensus building that are regular features of each Senate meeting, and Whereas Jeffrey Herbst actually appeared to enjoy shepherding the collective wisdom of a sometimes wildly divergent group of Senators toward a coherent resolution, bringing all his many skills as a political scientist to the endeavor, Now, let it be resolved that the members of Senate hereby express their deep appreciation for his meritorious service and adroit leadership."

We are looking forward to working with Provost Skillings next year as the Chair of Senate. He has held this role before, and we know him to be an excellent facilitator of Senate.

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

Committee Chair David Shade's report is recorded verbatim.

The Finance and Audit Committee met on June 11 on the Oxford campus. The final meeting of the fiscal year is always quite busy and this meeting was no exception. The meeting opened with enrollment and budget updates. The Committee received a very positive report about the fall class. The strong entering class is a very good initial step towards achieving the long-term financial goals for the University. The budget progress report for the current year also was positive. A modest surplus is being projected following the completion of this year's budget cuts, and the health care expenditure trend for the first four months of the calendar year has slowed in comparison to the previous calendar year.

The Committee considered ordinances for both tuition and fees and the fiscal year 2011 budget. The tuition ordinances will result in a 3% tuition increase for all campuses, undergraduate and graduate, and both in-state and out-of-state students. For in-state undergraduates, this fall will mark the first tuition increase they have experienced since the fall of 2006. As a reminder, a 3.5% tuition increase was approved last fall for all in-state undergraduates but was suspended until summer 2010.

The budget ordinance assumes the approval of the tuition increase, an additional \$5 million budget cut for 2011 that has already been executed, and no salary increase. In deliberating about the budget, the Committee was disappointed that a salary increase was not possible given the excellent work by faculty and staff this past year in regard to the successful recruitment of the fall 2010 class, the implementation of the additional budget cuts and many other accomplishments. However, given the economic outlook for the Ohio budget, the Committee concurred with the recommendation of the administration and the University's Fiscal Priorities Committee for no increase.

Dr. Creamer will elaborate further on the tuition and fees and the budget ordinances when they are introduced later in the meeting. All of the ordinances are recommended by the Committee for approval.

In addition to the ordinances, the Finance and Audit Committee considered six resolutions at the meeting. The first is a tentative lease agreement with other educational partners in the Greentree Health Science Academy. Discussions about the Academy have occurred over several years and are close to a reality as a result of state and federal funds that have been appropriated for a new facility. The federal and state appropriations are dependent on the construction project and the related financing proceeding later this summer. The partners in the project, including the Middletown Campus, are working to finalize lease and operating agreements for the use of the facility. The agreements once completed need to be approved by each partner's governing board. The resolution is contingent on the satisfactory completion of these agreements and their approval by the Chair of the University's Board of Trustees and the Chair of the Finance and Audit

Committee after consulting with the members of the committee. This is a complicated partnership but it will result in new lab facilities that are needed to increase educational opportunities for students studying nursing and other health professions.

The Committee also recommends the approval of three resolutions for site improvements associated with the proposed Bicentennial Student Center. These projects are contingent upon the accomplishment of a preliminary fundraising target of \$12.5 million. The decision to award the contracts for these projects will also require the approval of the Board and Committee Chairs prior to proceeding with the projects. The approval of the renovation projects and the construction of the connecting building will come before the board during the next academic year once the larger fundraising target nears fruition.

At our last meeting, I reported on the progress that is being made on the Housing and Dining Master Plan. At today's meeting, you will be asked to approve design services for the first projects under this plan. The design work is for safety and renovation projects that can be accomplished next summer and for a new dining facility. This resolution does not include the new beds that need to be constructed to enable existing halls to be taken off line for one to two years so they can be renovated. The process for identifying the most cost effective way of constructing the new beds is still in progress. A request for information (RFI) will be issued shortly that will identify developer interests in the project and eventually lead to the selection of a preferred developer.

The process for selecting the most cost effective approach to constructing the new beds is complicated by construction laws that require the use of multiple-prime contracting methods even though such contracts are not the most cost effective approach to delivering these projects. Under current law, the only way a design-build or developer model can be used is through a related organization which leads to much higher financing costs than if the project is financed through University debt. One of the strategies that is being considered is to seek a legislative exemption from the current rules so the proposed new residence halls can be constructed and financed in the most cost effective manner. Otherwise, future students living in the residence halls will have to pay higher room and board costs than is necessary.

The last resolution considered by the Committee was in regard to the annual endowment spending formula. Similar to last year, the resolution permits the distribution of dividends and interest income from underwater endowments. The resolution is recommended for approval by the Committee.

In other business, the committee conducted its annual meeting with the University's Internal Auditor. The Committee annually reviews the results of the past year's audits and any open issues resulting from these audits. This is in addition to the audit reports that the Internal Auditor provides to the Chair of the Committee throughout the year.

Finally, the Committee conducted its annual self-assessment. Committee members indicated that strategic planning initiatives should be given more attention at meetings.

**Appropriation Ordinance to Establish Fiscal Year 2010-2011 Oxford  
Undergraduate Student Tuition and Fees**

Vice President Creamer presented background information regarding the key assumptions for the request for tuition increases and the tuition increase effect on the operating budget. The information is included as Attachment A.

Upon the recommendation of Vice President Creamer, Mr. Bhati moved, Mrs. Mitchell seconded, and by roll call vote Ordinance O2010-4 was unanimously adopted with six Trustees voting in favor and none opposed.

APPROPRIATION ORDINANCE O2010-4  
Instructional, General, Tuition, and Comprehensive Fees and Charges  
Oxford Undergraduates  
2010-2011 Academic Year

WHEREAS, prior to the current academic year, the University had not increased tuition since the Fall 2006 term; and

WHEREAS, although the University increased tuition by 3.5% for the 2009-2010 academic year, we delayed implementation of the increase for Ohio students until the Summer 2010 term to ease the financial burden on Ohio students and their families; and

WHEREAS, the University is authorized by law to increase tuition up by as much as three and one-half percent (3.5%) for the 2010-2011 academic year; and

WHEREAS, the University is committed to providing affordable access to the highest quality education and services to its undergraduate students despite rising costs and institutional obligations;

NOW THEREFORE, BE IT ORDAINED: that the Board of Trustees approves an increase of three percent (3.0%) in tuition (instructional and general fees) for undergraduate students at the Oxford campus; and

BE IT FURTHER ORDAINED: that the President and Vice President for Finance and Business Services and Treasurer are hereby authorized to establish fees consistent with this Ordinance, including instructional and general fees for tuition-plan students, part-time students and summer terms; and

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

BE IT FURTHER ORDAINED: that the Board of Trustees further authorizes the Vice President for Finance and Business Services and Treasurer and the Vice President

for Student Affairs to budget and expend, in accord with general university procedures, the University Student Auxiliary Allocation and authorizes the Vice President for Student Affairs to fund the Associated Student Government from the Student Organization Allocation; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the Associated Student Government to fund student organizations in accordance with the student organization funding procedures, as the same may be amended from time to time by the Associated Student Government and approved by the Vice President for Student Affairs and the President.

**Appropriation Ordinance to Establish Fiscal Year 2010-2011 Regional Campus  
Tuition and Fees**

Upon the recommendation of Vice President Creamer, Mr. Bhati moved, Mr. Crain seconded, and by roll call vote Ordinance O2010-5 was unanimously adopted with six Trustees voting in favor and none opposed.

APPROPRIATION ORDINANCE O2010-5  
Instructional, General, Tuition, and Comprehensive Fees and Charges  
Regional Campus Undergraduates  
2010-2011 Academic Year

WHEREAS, prior to the current academic year, the University had not increased tuition since the Fall 2006 term; and

WHEREAS, although the University increased tuition by 3.5% for the 2009-2010 academic year, we delayed implementation of the increase for Ohio students until the Summer 2010 term to ease the financial burden on Ohio students and their families; and

WHEREAS, the University is authorized by law to increase tuition up to three and one-half percent for the 2010-2011 academic year; and

WHEREAS, the University is committed to providing affordable access to the highest quality education and services to its undergraduate students despite rising costs and institutional obligations;

THEREFORE, BE IT ORDAINED: that the Board of Trustees approves an increase of three percent (3.0%) in tuition (instructional and general fees) for undergraduate students at its Hamilton and Middletown campuses; and

BE IT FURTHER ORDAINED: that the President and Vice President for Finance and Business Services and Treasurer are hereby authorized to establish fees consistent with this Ordinance, including fees for part-time students and fees for Summer Terms; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the Provost and Dean of the Regional Campuses to determine the allocation of the general fee between the Auxiliary Allocation and the Student Organization Allocation; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the Provost and Dean of the Regional Campuses to budget and expend, in accord with general university procedures, the Auxiliary Allocation and authorizes the Provost and Dean of the Regional Campuses to fund their respective student government organizations from the Student Organization Allocation; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the respective student governments to fund student organizations, in accordance with the student organization funding procedures, as the same may be amended from time to time and approved by the Dean of the Regional Campuses and the Provost.

**Appropriation Ordinance to Establish Fiscal Year 2010-2011 Graduate Student Tuition and Fees**

Upon the recommendation of Vice President Creamer, Mr. Bhati moved, Mr. Wilks seconded, and by roll call vote Ordinance O2010-6 was unanimously adopted with six Trustees voting in favor and none opposed.

APPROPRIATION ORDINANCE O2010-6  
Comprehensive Tuition  
Graduate Students at all Campuses  
2010-2011 Academic Year

WHEREAS, the University remains committed to providing the highest quality education and services to its graduate students at reasonable prices despite rising costs and institutional obligations; and

WHEREAS, the University desires to establish a comprehensive tuition (instructional and general fees) for graduate students which will be the same at all campuses;

THEREFORE, BE IT ORDAINED: that the Board of Trustees approves a comprehensive tuition of \$484 per credit hour for graduate students at all campuses, which includes a standard graduate instructional fee rate of 86%; and

BE IT FURTHER ORDAINED: that the Board of Trustees approves an out-of-state tuition surcharge of \$585 per credit hour for graduate students at all campuses; and

BE IT FURTHER ORDAINED: that the President and Vice President for Finance and Business Services and Treasurer are hereby authorized to establish fees consistent

with this Ordinance, including fees for part-time students and fees for Summer Terms.

**Fiscal Year 2010-2011 Budget Appropriation Ordinance**

Upon the recommendation of Vice President Creamer, Mrs. Mitchell moved, Mr. Bhati seconded, and by roll call vote Ordinance O2010-7 was unanimously adopted with six Trustees voting in favor and none opposed.

APPROPRIATION ORDINANCE O2010-7

BE IT ORDAINED: by the Board of Trustees that the Operating Budget for Fiscal Year 2010-11, as presented at this meeting, be and it hereby is enacted with the following current expenditures and transfers for the major purposes as follows:

General Fund Expenditures:

Salaries .....	\$173,725,500
Staff Benefits.....	\$65,235,500
Graduate Assistant Fee Waivers.....	\$21,109,900
Utilities .....	\$16,656,000
Scholarships, Fellowships and Student Fee Waivers .....	\$56,296,100
Ohio Resident Scholarships.....	\$10,334,000
Ohio Leader Scholarships .....	\$27,360,000
Other Expenditures.....	<u>\$41,492,600</u>
Subtotal General Fund Expenditures.....	\$412,209,600
General Fund Transfers:	
Debt Service (mandatory transfer) .....	\$5,840,600
General Fee and Other (non-mandatory transfers).....	<u>\$31,372,800</u>
Total General Fund.....	\$449,423,000

Designated Fund.....	\$14,409,000
Restricted Fund.....	\$59,891,000

Auxiliary Enterprises:

Expenditures .....	\$107,589,700
Debt Service (mandatory transfer) .....	\$11,981,900
General Fee and Other (non-mandatory transfers).....	<u>\$( 4,243,000)</u>
Total Auxiliaries.....	<u>\$115,328,600</u>

TOTAL.....	\$639,051,600
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Provided that the above appropriations include no merit salary increase or salary improvements for faculty, academic and non-academic unclassified staff, effective with the beginning of the appointment year; and

Provided further that additional institutional funds are set aside for student financial aid, selected non-personnel budgets, and debt service; and



Provided further that the amounts shown above include a reduction in ongoing operational expenses of \$5 million from which the financial aid and debt-service budget bases have been excluded; and

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

**Conditional Authorization for a Lease Agreement with the Greentree Health  
Science Academy**

Upon the recommendation of Vice President Creamer, Mr. Bhati moved, Mr. Herche seconded, and by voice vote Resolution R2010-37 was adopted with five Trustees voting in favor, none opposed, and one abstention (Mr. Crain).

RESOLUTION R2010-37

WHEREAS, Greentree Health Science Academy, a consortium of area secondary, college, and university educational institutions, was established in a vacant school in Monroe, Ohio, in response to the need to prepare more healthcare workers in the region; and

WHEREAS, a new 32,000 g.s.f. facility on the site of Atrium Medical Center is envisioned as the next step in increasing the capacity of area educational institutions to respond to healthcare workforce needs in the region; and

WHEREAS, nursing lab space is currently in short supply on the Middletown Campus and is one of the barriers to expanding nursing enrollments at the University; and

WHEREAS, \$2,950,000 is available for the project in the form of grants (\$1,650,000), site preparation and engineering (\$400,000), and land (\$900,000); and

WHEREAS it is estimated that the unfunded portion of the facility is \$4 million that can be financed for twenty years using redevelopment zone bonds to be issued by the City of Middletown at a very favorable interest rate; and

WHEREAS, by participating in the project with other Greentree participants, Warren County Career Center, Cincinnati State University, Sinclair Community College, and possibly other educational participants, the University would be committing to lease space in the new building for twenty years, at a cost equal to the University’s share of the annual debt service and operating costs for the building; and

WHEREAS, the final details of the project such as the cost of the facility, annual debt service, participant shares of the space, and annual operating costs for the building

are still being developed but a tentative commitment is needed from Miami University for the planning for the project to continue;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees 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, once all University requirements for the project have been met, to enter into lease and operating agreements for the facility not to exceed an average of \$80,000 per year for the lease and not for more than twenty years.

**Conditional Authorization to Award Contracts for the Central Campus Electrical Modifications Project**

Upon the recommendation of Vice President Creamer, Mr. Bhati moved, Mr. Herche seconded, and by voice vote Resolution R2010-38 was unanimously adopted with six Trustees voting in favor and none opposed.

RESOLUTION R2010-38

WHEREAS, the Central Campus Electrical Modifications project involves the upgrade of the primary electric distribution system in the central area of campus serviced by electrical substation #1; and

WHEREAS, the \$3.3 million budget includes a cost of construction estimate of approximately \$2.6 million; and

WHEREAS, the State of Ohio allows contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$260,000 in addition to the \$2.6 million construction budget; and

WHEREAS, the design of this project has been completed and receipt of bids could occur as early as July 2010; and

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

WHEREAS, funding for this project is dependent on the funding for the Bicentennial Student Center and this project is not to be undertaken until satisfactory progress has been made in regard to the fundraising for the new student center;

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 Chair of the Finance and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Central Campus Electrical Modifications project with a total project budget not to exceed

\$3,300,000 once the fundraising for the Bicentennial Student Center has achieved at least \$12.5 million in donor pledges.

**Conditional Authorization to Award Contracts for the Central Campus Water and Sewer Modifications Project**

Upon the recommendation of Vice President Creamer, Mrs. Mitchell moved, Mr. Bhati seconded, and by voice vote Resolution R2010-39 was unanimously adopted with six Trustees voting in favor and none opposed.

RESOLUTION R2010-39

WHEREAS, the Central Campus Water and Sewer Modifications project involves the installation of new water lines to serve the fire protection and domestic requirements, and upgrade storm and sanitary lines in the central area of campus; and

WHEREAS, the \$1.2 million budget includes a cost of construction estimate of approximately \$1.0 million; and

WHEREAS, the State of Ohio allows contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$100,000 in addition to the \$1.0 million construction budget; and

WHEREAS, the design of this project has been completed and receipt of bids could occur as early as July 2010; and

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

WHEREAS, funding for this project is dependent on the funding for the Bicentennial Student Center and this project is not to be undertaken until satisfactory progress has been made in regard to the fundraising for the new student center; and

WHEREAS, funding for this project is dependent on the funding for the Bicentennial Student Center and this project is not to be undertaken until satisfactory progress has been in regard to the fundraising for the new student center;

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 Chair of the Finance and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Central Campus Water and Sewer Modifications project with a total project budget not to exceed \$1,200,000 once the fundraising for the Bicentennial Student Center has achieved at least \$12.5 million in donor pledges.

**Conditional Authorization to Award Contracts for the Phillips Hall Art Center Project**

Upon the recommendation of Vice President Creamer, Mr. Crain moved, Mr. Bhati seconded, and by voice vote Resolution R2010-40 was unanimously adopted with six Trustees voting in favor and none opposed.

RESOLUTION R2010-40

WHEREAS, the Phillips Hall Art Center project involves the renovation of the original natatorium space into the new home for the Art Center/Craft Summer Program as well as upgrade the building mechanical systems with new air handlers; and

WHEREAS, the \$2,741,595 budget includes a cost of construction estimate of approximately \$2,200,000; and

WHEREAS, the State of Ohio allows contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$220,000 in addition to the \$2,200,000 construction budget; and

WHEREAS, the design of this project has been completed and receipt of bids could occur as early as July 2010; and

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

WHEREAS, funding for this project is dependent on the funding for the Bicentennial Student Center and this project is not to be undertaken until satisfactory progress has been made in regard to the fundraising for the new student center;

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 Chair of the Finance and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Phillips Hall Art Center project with a total project budget not to exceed \$2,741,595 once the fundraising for the Bicentennial Student Center has achieved at least \$12.5 million in donor pledges.

**Authorization to Award Contracts for Student Housing and Dining Consultant Services for the Residence and Dining Halls Project**

Upon the recommendation of Vice President Creamer, Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote Resolution R2010-41 was unanimously adopted with six Trustees voting in favor and none opposed.

RESOLUTION R2010-41

WHEREAS, the residential and dining facilities of the University have an average age of 61 years and require renewal to continue to meet the needs of current and future students; and

WHEREAS, the approach to the design and construction of new residence halls has not yet been determined, but the design of other projects such as utilities and other infrastructure, a new dining facility, the renovation of Elliott, Stoddard, and Bishop Halls, and safety improvements can begin without jeopardizing the use of a developer for the new residence hall construction; and

WHEREAS, the housing and dining operations have funding for the design of these projects without issuing new debt for this phase of these projects; and

WHEREAS, the funding for the design of these projects will not exceed \$2.5 million and further approval will be required before construction contracts are awarded for these projects;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services to award contracts for consultant services for the residence and dining hall projects identified above in accordance with all State guidelines with a total project design budget not to exceed \$2,500,000.

**Approval of Endowment Spending Formula for the Fiscal Year Ended June 30, 2010**

Upon the recommendation of Vice President Creamer, Mr. Bhati moved, Mr. Crain seconded, and by voice vote Resolution R2010-42 was unanimously adopted with six Trustees voting in favor and none opposed.

RESOLUTION R2010-42

WHEREAS, Miami University receives and manages contributions of cash, securities, life insurance, personal property, and real estate in its endowment; and

WHEREAS, the Board of Trustees desires to continue the policy of supporting University operations and scholarships through the distribution of income and realized gains from the endowment; and

WHEREAS, Miami University Resolution 2004-46 established a Spending Policy effective for the fiscal year ended June 30, 2004, and authorized such Policy to remain in effect until formally modified by the Board of Trustees; and

WHEREAS, Miami University Resolution 2004-46 also directed the Vice President for Finance and Business Services annually to evaluate the variables underlying the spending formula and to present recommendations as to the spending formula to be used for the fiscal year; and

WHEREAS, Miami University Resolution 2010-5 adopted modifications to the Spending Policy to incorporate the principles of the Uniform Prudent Management of Institutional Funds Act (UPMIFA); and

WHEREAS, pursuant to Miami University Resolution R2010-14, the Spending Formula was adopted, without modification, for the fiscal year ended June 30, 2010; and

WHEREAS, the University has opted to amend the Spending Policy for the fiscal year ended June 30, 2010 as it did for the previous fiscal year, in order to determine how distributions will be made from certain funds whose market value remains below its gift value; and

WHEREAS, the Board of Trustees, has considered the proposed Spending Policy, as amended, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, considering the following factors:

1. The duration and preservation of the endowment fund;
2. The purposes of the institution and the endowment fund;
3. General economic conditions;
4. The possible effect of inflation or deflation;
5. The expected total return from income and the appreciation of investments;
6. Other resources of the institution;
7. The investment policy of the institution;

NOW, THEREFORE, BE IT RESOLVED THAT: the Board of Trustees hereby authorizes that the spending distribution for the fiscal year ended June 30, 2010, be computed according to the following formula:

*The weighted average spending formula is to be comprised of two elements: a market element, given a 30% weight in the formula, and an inflation element, given a 70% weight in the formula. The market element is to be computed by multiplying the market value of the investment portfolio on March 31, 2010 by a long-term sustainable spending percentage of 4.5%. The inflation element is to be computed by increasing the prior year's actual spending distribution by the annualized increase in the Consumer Price Index as of March 31, 2010.*

*If, however, the June 30, 2010 market value of an individual endowment fund account is below the cumulative value of all gifts contributed into that account, then only*

*the pro rata share of realized dividends and interest allocated to that account may be distributed instead of the amount determined by the spending calculation.*

### **Annual Report of the Director of Intercollegiate Athletics**

Dr. Bates report to the Board is included as Attachment B.

#### **Student Body President**

Associated Student Body (ASG) President Heath Ingram's report is recorded verbatim.

I'm back! This time around I am here serving in a different capacity. I am honored to have been elected by my peers to serve as this academic year's Student Body President. Given the serious challenges of the upcoming year, I am not sure if I should be congratulated or offered condolences! In all honesty, I am looking forward to helping Miami persevere through the challenges ahead. This will be a slightly longer report than I usually gave when I was a student trustee, but please bear with me – I've just got a lot to say!

So why did I run for Student Body President? Well there are really three answers to that question. I ran because after I concluded my time on the Board I had developed a deep understanding of the issues Miami is facing and the areas in which students need to become more involved. I was somewhat aggressively encouraged by many of my peers both inside and outside of Student Government. Ultimately, I ran because I have developed a deep passion for this institution and I believe that during my final year at Miami, I can have a substantive impact on both Student Government and this campus after I am gone. After I had finally made the decision to run, I began to think about what I wanted to campaign on. I really wanted to run on a platform of substance. I didn't want to base the campaign off of increasing school spirit, cutting the grass differently, or simply reforming Associated Student Government again. Instead, I wanted to raise awareness of issues that I feel are important to the student body and to the health of the institution, even though most students don't always recognize these issues.

The overall theme of my campaign this year was "enhancing the value of the Miami degree". I've provided all of the trustees with a copy of the platform that I ran off of (*included as Attachment C*). Of all of the issues that I describe on the platform, I want to go into detail about just one of them. One of the subjects that I have listed is "Develop Lifelong Miami Loyalty". I believe that we do have very loyal alumni, this belief was only reinforced by the wonderful experiences I had recently at alumni weekend. However, I believe that we must do more to engender that loyalty while they are still students. For the value of the Miami degree to continue to improve, we must instill in our students the necessity to reinvest in our degree. I know we can do much more to educate our student body about Miami's history. I am not advocating for this simply because I want to solicit more donations from students when they leave. I argue that an increased effort to educate our students about Miami as an institution will have several benefits:

- Students will have a greater appreciation for the people who came before them and the campus in general.
- Students will have a better understanding of City of Oxford and the community surrounding Miami.
- Miami students will have a sense of pride that goes much deeper than red brick buildings and a beautiful campus.
- Students will likely treat their surroundings with more respect and appreciate their time on campus even more.
- By putting in an effort to educate Miami students about Miami, I suspect that we will see an even higher amount of alumni giving in the future.

I hope to begin doing this through some small efforts with ASG and encouraging student organizations and departments to incorporate these kinds of activities in their programming. I believe that the longer we wait to do this, the longer it will take to see a return on the investment. We cannot simply talk to students about Miami at convocation and then again at graduation. We must take advantage of the four years that students are on campus to help them realize that Miami's ability to compete in the future, the future value of their degree and educational background, will depend on their willingness to support Miami as an institution in the future. I talked about this issue at every student organization I campaigned to and I believe I spoke to over 2,000 students during the course of the campaign. That experience taught me that students want to know more about Miami and currently we don't do enough to simply tell them the story of Miami's glory. I will be happy to take any questions about this after I conclude my report.

Beyond developing lifelong Miami loyalty, I will wholeheartedly attempt to address all the issues on my platform. I am confident that the student body has excellent leadership in place this year within Student Government. I am encouraging my cabinet this year to focus their energies and do a few things very well as opposed to trying to accomplish too much in the short time that we actually hold our positions. The board will hear more about my goals for ASG and the rest of cabinet at the September board meeting where the leaders of ASG traditionally address you.

I would be entirely remiss if I didn't spend a few moments addressing how the student body is reacting to the issues within the Greek community. Let me assure you that the vast majority of students are embarrassed and upset by the actions taken by these students. Personally I am outraged as I recognize that these incidents certainly do not have a positive impact on the "value of the Miami degree" and this is not how I want Miami to be represented to our nation and even the world. I am assisting Dr. Jones and a group of students that have been put together to come up with recommendations to the university regarding behavior and discipline.

I believe that this approach will generate less animosity from the student body and lead to overall better result. I am thrilled that Dr. Jones is working with me and other students on a combined response. Just this past Wednesday Dr. Jones hosted nearly a dozen students at her home and for over three hours they worked on hammering out issues related to the Greek community. I believe that is outstanding leadership and a testament to the desire to resolve this issue. I want to also inform the board that I will be taking the recommendations that result from this effort and I will turn around and apply them to every student organization on this campus, not just the Greek community. I will



do my best to make sure that these recommendations reform student life on campus for the better. The Greek community has always been an asset to Miami University and as a member of the Greek community and as Student Body President; I will not let the Greek community continue to fail.

In addition to investing significant amounts of time into resolving issues surrounding the Greek community, I have been doing a lot of work with the Strategic Priorities Committee. I am holding myself accountable to the student body by ensuring that the needs of the students are reflected in that committee. I plan on speaking more about this at the September board meeting after the committee has presented its recommendations to the board. Although this is a painful process, I know that Miami will be a healthier institution by the time it is over.

I have had the privilege to get to know many of you over my three years at Miami. As a result, I hope that you all will use me as a resource. I ran for student body president because I believe that I can make a meaningful difference on Miami's future. Please don't hesitate to ask me questions because in a few short months I hope to be graduating and will have passed the baton off to the next student leader. Thank you for your time.

### **Student Trustee Report**

Student Trustee Lindsey Bullinger's report is recorded verbatim.

For most students, June is a time of transitions. Whether simply moving up one class standing, and not too much changes, becoming a first-year college student, or leaving Miami following graduation, both in which an entire lifestyle can change, this month and the next few can be full of mixed emotions.

I am spending the summer in Oxford, and thus getting to experience and witness some of these transitions. For example, I recently attended Orientation. During this time, I listened to some of the administration discuss their roles on campus and why it is important for the students to understand their roles, such as the Executive Director for the Alumni Association, or the Director of Ethics & Student Conflict Resolution, both very important aspects of being a student. While at Orientation, I participated in a small group session with new first-year students. Three years ago, I went through this, and I vividly remember just how excited I was for those two days. It was incredible to experience, again, the contagious energy and enthusiasm that those students have before they attend their first class. I could not stop smiling, and could not help but enjoy the nerves of them beginning a whole new chapter at a place that will change their lives. After completing her orientation, one new first-year student, named Mollie, said it was a relief knowing that she will not just be thrown into college without any guidance. Not only were the Student Orientation Undergraduate Leaders (SOULs) and administration very helpful, but she said she didn't realize how many resources were available to help her with everything. Not only that, everyone on the campus seemed like they wanted to drop what they were doing just to help her. Not because she was going to do anything for them, but because she's a new member of their family, and she is important to them.

The following week, I spent time with some of the approximately 2,100 Miami alumni and their families. The irony of this weekend is that I would describe it the exact same way: “the contagious energy and enthusiasm those alums have”, “I could not stop smiling and could not help but enjoy their excitement of returning to a place that changed their lives”. Miamians don’t lose their passion for this institution, and they never stop caring for each other. I caught up with those alumni whom I have gotten to know over the past few years, and met some new. A few handed me business cards, and contact information, and told me to keep in touch. Some asked me the direction to more students currently on campus. And, similar to Mollie’s experience, that’s the greatest thing; knowing that there are so many people who want to help me and my peers, because we are part of the Miami family and our futures are important to alums.

Miami is not a place where students attend college and then you move on. It is a place where, for most students, Miami is a big part of them when they leave. These examples are proof that once you join the Miami family, you are taken care of from the very first day to the last. Especially during the transition months, when feelings and emotions can be confusing, Miami, including both the resources and the people, want to help the future, current, and past students.

### **Vice President Reports**

A written report was submitted by the following Vice President:

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

Under Other Business, Board Chair Christie introduced from the audience Tim Derickson, member of the Ohio House of Representatives who represents the legislative district in which Miami University is located. Mr. Christie thanked Representative Derickson for his work on behalf of the citizens of Ohio.

With no other business to come before the Board, a motion was duly made, seconded, and by voice vote the meeting was adjourned at 10:45 a.m.



Stephen D. Snyder  
Secretary to the Board of Trustees



## Attachment A

### E & G Budget for Fiscal Year 2011 Key Assumptions

	<u>Oxford</u>	<u>Hamilton</u>	<u>Middletown</u>
Enrollment Change	No Change	24%	11%
Tuition Increase	6.6%	6.6%	6.6%
State Appropriations	-1.2%	2.9%	-11.0%
Investment Income	No Change	No Change	No Change
Salary Increment Pool	0	0	0
New Budget Reduction	\$5 Million	0	0



## E & G Budget for Fiscal Year 2011 Overall Dollar Change

	<u>Oxford</u>	<u>Hamilton</u>	<u>Middletown</u>
Revenue (Net of OLS/ORD)	\$11,343,301	\$4,818,970	\$1,458,105
New Financial Aid	<u>(\$5,829,944)</u>	<u>(\$378,000)</u>	<u>(\$25,000)</u>
Net New Revenue	\$5,513,357	\$4,440,970	\$1,433,105
Expenses and Transfers:			
Fringe Benefits	\$5,298,304	\$569,092	\$413,868
Admission and Marketing	\$2,100,000	\$0	\$0
Promotion and Tenure	\$375,800	\$19,000	\$7,000
Positions and Other Budget Improvements	\$211,282	\$688,700	\$603,469
General Fee (ICA and Student Organizations)	\$361,260	\$0	\$0
Debt Service	\$53,432	\$0	\$94,000
Service Charge	\$0	\$342,131	\$110,199
Other	\$86,586	\$115,596	\$204,569
Budget Reductions	<u>(\$5,490,802)</u>	<u>0</u>	<u>0</u>
	\$2,995,862	\$1,734,519	\$1,433,105
Net (Available for Contingency or Renewal and Replacement)	\$2,517,495	\$2,706,451	\$0
Percentage Growth in Expenditures and Transfers before Contingencies	1.2%	7.4%	7.9%

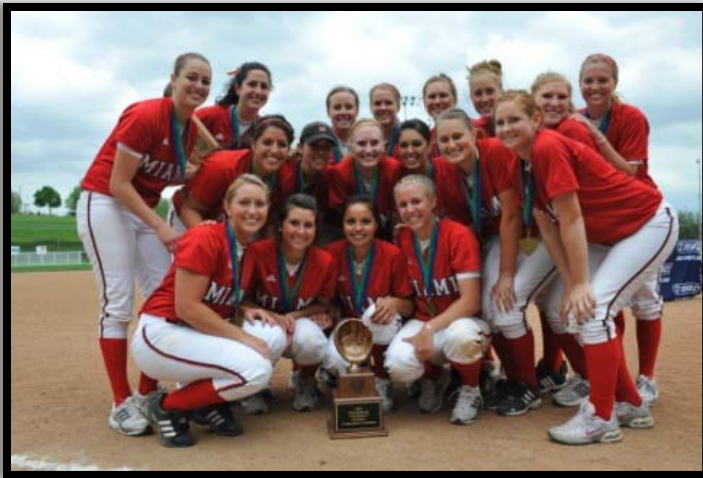


A **“Culture of Champions”** is a belief that part-time excellence is unacceptable – that excellence is a lifestyle. Thus, we excel intellectually, athletically, through service, with leadership, by example, with attitude and through our words and actions!

Culture of Champions



# TITLE IX, GENDER EQUITY AND ROSTER MANAGEMENT



**Culture of Champions**



2009-10	Students	Percent
Female Student's	7,000	53.17%
Female Student-Athlete's	304	52.77%
Male Student's	6,871	46.83%
Male Student-Athlete's	272	47.22%



# Culture of Champions



# MISSION STATEMENT

The Miami University Athletic Family Develops  
Champions with *Love and Honor*.

**March 28, 2010**

**Culture of Champions**





# STUDENT INTELLECTUAL DEVELOPMENT

Graduation Rates						
	2004	2005	2006	2007	2008	2009
Student	80%	80%	80%	81%	80%	81%
Student-Athlete	65%	71%	79%	85%	75%	83%

APR Men's Sports	
Baseball	962
Basketball	968
Cross Country	1000
Football	966
Golf	1000
Ice Hockey	960
Swimming and Dive	976
Track, Outdoor	968

APR Women's Sports	
Basketball	981
Cross Country	987
Field Hockey	1000
Soccer	993
Softball	967
Swimming and Dive	992
Tennis	992
Track, Indoor	979
Track, Outdoor	979
Volleyball	980

**Culture of Champions**



# BICENTENNIAL WOMEN'S WEEKEND



**Culture of Champions**



# Technology and Social Networks



Culture of Champions



## Winning Championships

### Seniors Graduating in 2010 with at least one Championship Ring

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Men's Basketball

Women's Basketball

Softball

Women's Cross Country

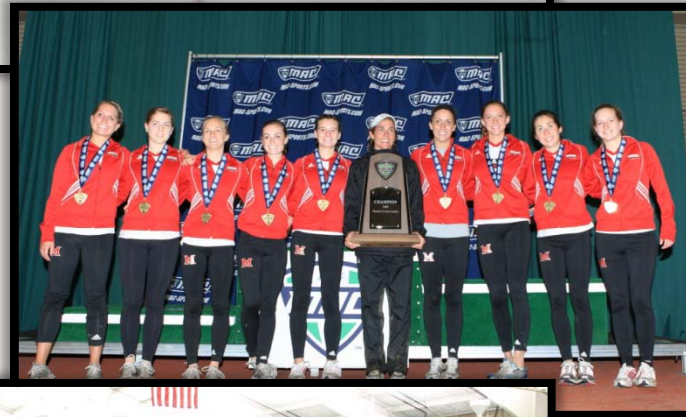
Women's Swimming and Diving

Synchronized Skating

Women's Tennis

Volleyball

Ice Hockey



Culture of Champions

**M**  
CULTURE OF CHAMPIONS  
MIAMI UNIVERSITY

## Vision

Miami University Athletics will be a ***Culture of Champions.***



**Culture of Champions**



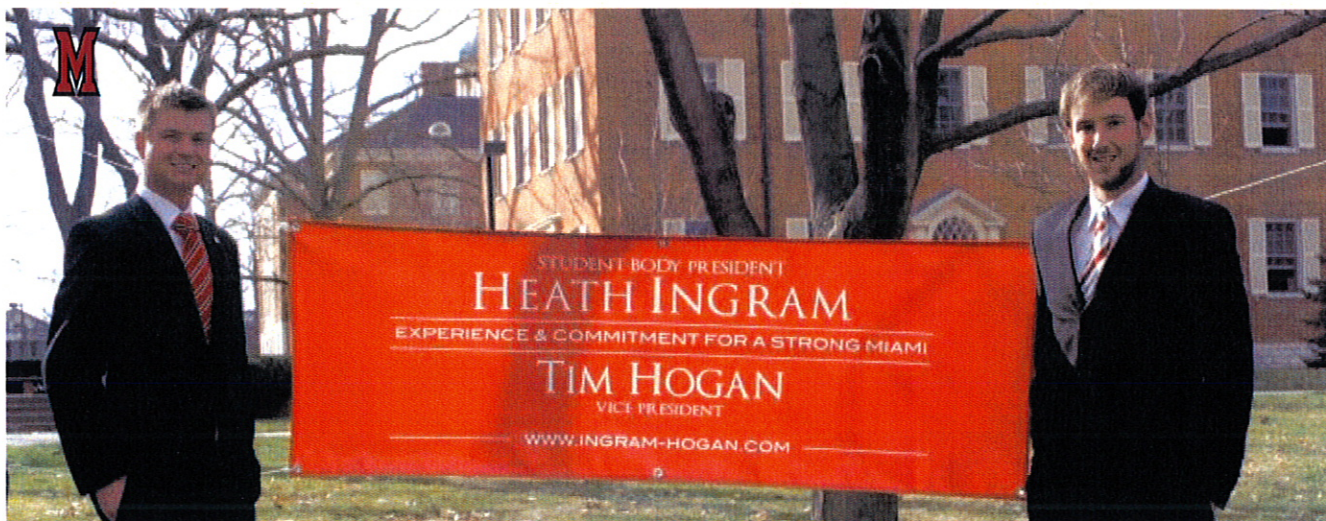
STUDENT BODY PRESIDENT  
**HEATH INGRAM**

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EXPERIENCE & COMMITMENT FOR A STRONG MIAMI

---

**TIM HOGAN**  
VICE PRESIDENT



## Presidential and Vice Presidential Platform

### *Enhance the Value of the Miami Degree*

"We will forever be associated with Miami University and with each passing year every Miamian should feel secure that the Miami degree is always improving."

### **Market Miami Better**

- Establish Miami as a prestigious institution of higher education that is dedicated to developing high caliber undergraduate students
- Market Miami to other parts of the country outside of Ohio and the Midwest
- Focus Miami's brand

### **Strengthen Recruitment**

- Assure that Miami meets its goal of yielding an incoming class of at least 3,500 high quality students

- Encourage administrators, faculty, staff, alumni, students, and all those affiliated with the institution to play a role in the recruitment process
- Reward Department Chairs and faculty who take the time to visit high schools to market their programs and the various opportunities they can provide students

### **Develop Lifelong Miami Loyalty**

- Connect the Department of University Advancement with the Department of Student Affairs to better explain to students the necessity of life long giving
- Utilize the office of Residence Life to provide first year and second year programming that educates students about Miami's impressive history and the issues our institution is currently grappling with
- Help Miami students realize that we must continually reinvest in Miami to ensure that the value of our degree and the Miami name does not depreciate over time

### **Improve Student Safety**

- Work with the City of Oxford to provide more lighting to areas that have a high concentration of Miami students
- Add additional Night Time Door-to-Door buses, increase its service hours, and make it more easily accessible to students
- Increase the visibility of the emergency phones

### **Support the Greek Community**

- Utilize Associated Student Government to better connect the Greek community with the non-Greek community
- Work to develop a stronger relationship between the Greek community and Miami University as a whole
- Encourage the administration to help the Greek community succeed

### **Build the Bicentennial Student Center**

- Create a focal point for student life on campus
- Address the desperate need for more study space
- Provide student organizations and their members with significant office space to work and collaborate together
- Allow for new and improved dining venues
- Build the Bicentennial Student center so Miami can compete with other universities for the best prospective students

### **Improve Academics**

- Demand better course availability and smaller class sizes

- Hold administrators such as Deans and Department Chairs accountable for ensuring that their faculty are teaching proper course loads, are responsive to teacher evaluation feedback, and maintain high quality output in general
- Reward faculty who are excellent teachers, support undergraduate research, and create opportunities for their students to engage with the world of action beyond Miami's campus
  - Support tenure requirements that reflect these goals

### **Support Diversity**

- Improve Miami's infrastructure to better support our international students
- Help students understand why appreciating all types of diversity is essential to their personal development and their career aspirations
- Focus campus diversity programming so it more effectively reaches students

### **Improve Rankings**

- Gain a higher standing on the U.S. News and World Report's rankings of colleges and universities
- Highlight Miami's rank as the 8th best national University for undergraduate teaching

### **Increase Fiscal Responsibility**

- Ensure that ASG and the administration are spending student fee dollars wisely
- Play an active role in determining university budget decisions
- Utilize ASG in supporting student organizations with relieving any debt they owe the university

### **Focus University Programming**

- Support only high quality campus programming
- Reduce overlap of programs taking place around campus to prevent inundating students with large quantities of programs to the point where students feel overwhelmed
- Encourage the Office of Residence Life and Resident Assistants to collaborate more on programming ideas

### **Miscellaneous Issues**

- Improve campus internet speeds
- Lower the cost of parking passes and parking citations
- Upgrade Blackboard
- Allow for tailgating at sporting events



## Attachment D

Debra Allison  
June 25, 2010

Mr. Chair and Members of the Board,

As FY10 draws to a close I would like to highlight a few outstanding accomplishments of IT Services staff, in conjunction with our partners throughout the University. We have made significant advancements in managing costs and strategic use of information technologies.

- Reduced expenses by \$24,000 and enabled expanded services to students and alumni by providing an email solution through a no-cost contract with Google to provide life long Miami-branded accounts to students and alumni.
- Identified a new Learning Management System through a three-month faculty-focused process in conjunction with the Center for Enhancement of Learning, Teaching and University Assessment. The recommended solution, Sakai, is a community and open source product, marking Miami's commitment to tools created by and for the higher education community. This will enable improved services at no additional cost, and provide opportunities for possible shared services with other Ohio institutions. This evaluation effort sets the bar for a faster time from evaluation through recommendation to decision; the effort took 3 ½ months, compared to one year for many institutions.
- Enabled Deans and academic department chairs to make data-informed decisions about summer course offerings, by implementing the "IN4MU" business intelligence reports. These reports enable decisions based upon the full knowledge of all revenue and expenses at the course level, never before possible.
- Extended the life of the Hoyt data center by achieving a 20% drop in energy consumption (from 180 to 140 Kw) and replaced failing equipment, as a result of lobbying for and achieving cross-divisional financial support for a new research computing cluster.
- Extended the responsibilities and accountability of our managers by instituting a shared governance system within IT Services. Results include increased job satisfaction, improved communication, and less evidence of silos within our division.
- Enabled some departments and divisions to reduce costs for computer support, increased consistency in support, and increased the percentage of faculty and staff computers managed through signed service level agreements with Campus Partnerships to 20% of all University-owned computers. In one division, 1.3 FTE were saved, for a savings to the division of \$38,410 excluding benefits.
- Launched the IT Ideas campaign in support of our IT strategic planning effort, using a "crowd-sourcing" approach that encourages involvement of all students, faculty and staff in efficient and effective ways.
- Achieved \$171,000 in continuing savings for the IT Services' budget, through aggressive software license management and negotiation. Such effort also saved other University departments approximately \$20,000 in one-time expenses this fiscal year. It is notable that we achieved \$402,000 in avoided costs between FY08 and FY10

### **Summer initiatives**

Summer is always a very busy time for IT Services as we prepare for the coming academic year. This summer's plans include:

- Planning and beginning the implementation of Sakai (learning management system)
- Complete the integration of the new Miami BuyWay purchasing system with our SunGard Banner system, to enable more proactive procurement management across the University

- Releasing RFPs for an external consultancy to review IT across the university, and to select a new business intelligence tool
- Creating new business plans for the Print Center with the aim to reduce expenses

### **Strategic planning**

As I have shared with you in earlier reports, we are in the midst of information gathering in preparation for the release of a new IT strategic plan. We have met with 227 faculty, staff and students and our IT@Miami Ideas Campaign web site has had 37 ideas submitted and over 1000 votes cast.

Common themes are beginning to emerge, with few, if any, surprises. There is strong concern for maintaining core services (wireless, internet, email, classroom services, etc). As one faculty member stated, "Our dependence on the technology infrastructure has never been greater; it's critical that our services work every time."

Faculty also are concerned about the burden that new technologies add to their already full workloads. Their concerns range from the time to learn and implement specific technologies, to broader issues of understanding how to identify which technology will best support their discipline, content and teaching style.

Administrative staff and students cite the need for more online or automated workflows. "We're depending on IT to help us with the loss of FTE in our department," stated one assistant director. Deans and divisional staff are concerned about access to information for decision making, ongoing funding for equipment refresh and the balance of centralized vs. distributed IT support.

### **Final thoughts**

FY11 will be a year that will see the fruits of planning begin to yield significant results. The business intelligence reporting tools will begin bringing information to the desktops of decision-makers in moments, rather than days. Joining the Sakai community will open new doors of collaboration among institutions and among faculty. The results of the external review and the IT strategic planning, coupled with the University-wide Strategic Planning Task Force results will propel information technology at Miami along a wiser, more broadly considered path.

IT Services' efforts to cut costs, increase efficiencies and leverage our technology investments in service of the University's strategic goals have resulted in a leaner IT Services organization with significant accomplishments in helping transform the University. We look forward to the challenges ahead of us as we proactively look for ways to advance Miami University's strategic goals through the efficient, effective, and strategic use of information technologies.

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

Debra Allison  
Interim Vice President for Information Technology