BOARD OF TRUSTEES
MIAMI UNIVERSITY
Minutes of the December 11, 2009 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 9:20 a.m. in Multipurpose Rooms B-C in the Phillip R. Shriver Center on the Oxford Campus with Mr. John Christie presiding. The Secretary of the Board called the roll and reported eight 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)   Heath Ingram (Student Trustee)
            Donald L. Crain   Dennis A. Lieberman
            John S. Christie   Sharon J. Mitchell
            S. Kay Geiger   David M. Shade (National Trustee)
            Sue J. Henry (National Trustee)   Richard K. Smucker
            David F. Herche   Fred G. Wall

Absent: Jay P. Henderson (National Trustee)
            Harry T. Wilks

Public Study Session

Provost Herbst introduced Dr. Suzanne Kunkel, Director of the Scripps Gerontology Center, who in turn introduced Dr. Robert Applebaum, Professor of Sociology & Gerontology, and Dr. Elizabeth Lokon, Research Associate for the Scripps Gerontology Center. Their presentation is included as Attachment A.

At the conclusion of the Public Study Session, the Board convened to the Public Business Session at 10:00 a.m.

Approval of the Minutes of the September 18, 2009 Meeting

On a motion made by Mr. Crain and seconded by Mrs. Geiger, the minutes of the September 18, 2009 meeting were approved.

Consent Calendar

Upon recommendation of President Hodge, Mr. Lieberman moved, Mrs. Mitchell seconded, and by voice vote the resolutions on the Consent Calendar for the December 11, 2009 meeting was approved with eight Trustees voting in favor and none opposed.

Designation of Emerita/Emeritus

RESOLUTION R2010-12

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

Arlyne M. Sarquis
Chemistry & Biochemistry
Miami University Middletown

BE IT FURTHER RESOLVED: that the Board of Trustees hereby approves the following individual for the rank of Professor Emeritus effective with the formal date of his retirement:

Robert V. Friedenberg
Communication
Miami University Hamilton

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:

Beverly Bach
Art Museum and McGuffey Museum

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:

Richard J. Ceronie
Intercollegiate Athletics

Hermann K. Vargason
Building Maintenance, Physical Facilities Department

Recommendations of the Committee on Naming of Campus Facilities

RESOLUTION R2010-13

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

John Smale Visualization Center
Laws Hall Room 207
In recognition of John Smale's (Class of 1949) contributions and service to Miami
University

Richard Moon Su Park & Elinora Bo Hyun Classroom
Farmer School of Business Room 2041
To support Miami and Korean students studying at Miami University and in Korea, and
to support the Higgin Kim Asian Business Program

Comments by the Chair

Chair John Christie's comments are recorded verbatim.

Good morning and welcome to today's Board of Trustees meeting. Today is the last day of classes in 2009, Miami's Bicentennial Year, and it's hard to believe that the end of this historic year is rapidly approaching. I would like to take this opportunity to acknowledge one of the premier events of the Bicentennial celebration, the Bicentennial Symposium on the Engaged University, which occurred shortly after our last Board meeting.

The purposes of the Symposium were threefold:

- to imagine how to prepare students to succeed in the world in the coming century;
- to bring together Miami faculty, students, staff, alumni and community members to discuss how to partner effectively to advance the engaged learning vision; and
- to share current initiatives and discuss how they may be implemented in the everyday life of the University.

By all accounts, the two-day Symposium was a huge success, and our congratulations go to all those involved in planning the event.

To illustrate Miami's focus on engaged learning, I'll give some examples of student activities and accomplishments from recent news releases:

- A Miami student was awarded a Clinton scholarship to study in Dubai;
- Another student has been awarded an astronaut scholarship;
- A Mechanical Engineering student is working on an invention to create the first implantable mobile robot in the human body;
- Miami's student-athletes graduate at a rate far higher than the national average;
- Miami students are studying abroad in record numbers; and
- Student engagement at Miami beats the national average, according to the National Survey of Student Engagement.

Entities outside the University recognize our focus on engaged learning as evidenced by a gift from the Nestle corporation for international study and student research, and a grant from the National Science Foundation for a computer science and communication project benefitting our Engineering students.

Congratulations to all the students recognized for their achievements, and our thanks to all the faculty and staff members involved in helping make our students successful.

In the spirit of offering congratulations, I will now turn to our Provost, Jeff Herbst. Last month Jeff was appointed as the 16th President of Colgate University. Jeff, on behalf of the Board, our congratulations go to you for this significant achievement. We all wish you the very best. Jeff will be with us for the remainder of the academic year, so I'm sure there will be many more congratulations offered and speeches given before his departure. Jeff, we do look forward to working with you during the next several months.

By many measures and given the on-going difficult economic conditions, this has been a difficult fall. But, good things are happening at Miami University and we need to reinforce that at every opportunity. On behalf of the Board of Trustees, I extend to all members of the Miami community our thanks and best wishes for the coming holiday season, and the New Year.

At the conclusion of his comments, Mr. Christie called upon Trustee Sharon Mitchell to report on her service on a state-wide committee for the Ohio Board of Regents. Mrs. Mitchell is representing Miami on a Communications Working Group comprised of Trustees from a number of Ohio colleges and universities. Mrs. Mitchell's report is recorded verbatim.

The University System of Ohio is made up of the state's 14 public universities, 24 branch campuses, 23 community colleges, and more than 200 adult workforce education centers and training programs across the state. The total system currently serves more than a half-million students.

Ohio's public college and university system is focused on stimulating economic growth in the state and on continuing to build the highest quality, student-centered system of higher education in the country.

The USO is governed by the Ohio Board of Regents, and led by Chancellor Eric Fingerhut. The Ohio Board of Regents has formulated a 10 year Strategic Plan to overhaul and restructure Ohio's public system of higher education with the vision of increasing the state's economic competitiveness and enriching the lives of Ohioans. The goals of the strategic plan are to graduate more students, to keep graduates in Ohio, and to attract more talent to Ohio.

The Communications Working group is chartered to develop an effective communications plan for the Trustees of the University System of Ohio. This group will:
   1) Establish efficient mechanisms of two-way interactive communication between the Ohio Board of Regents and the USO Trustees that offer opportunities for Trustees to provide input in the formation of USO policy.

2) Facilitate communication between Trustees at different institutions with a focus on sharing best practices.

3) Encourage Trustees to embrace a shared vision of collective stewardship to achieve the goals of the Strategic Plan for Higher Education.

4) Assist in the dissemination of USO communications.

The Chancellor and the Ohio Board of Regents have sponsored a series of conferences and videoconferences to help meet these objectives. The Working Group will help assess the effectiveness of these current communication tools, and will design and test new tools to meet the group's objectives.

I represent Miami University on the Communications Working Group, and will be seeking your perspective and feedback on effective communication.

Report by the President

President Hodge thanked Board Chair Christie for his comments about the Bicentennial Symposium on Engaged Learning and acknowledged and thanked Drew Cayton, Marcia Baxter-Magolda, and Carolyn Haynes as the organizers of the event. He described the proceedings as an apt symposium that drew from Miami's long and proud history of education and its focus on looking into the future. It very much followed President Millett's observation that "the best way to honor the past is to build the future." Dr. Hodge explained that the symposium included five distinguished notable education leaders from throughout the nation who observed and participated in the event and left very energized by what they saw and heard from our faculty.

Dr. Hodge stated that in keeping with the engaged learning theme, he shared with the Trustees copies of an article that appeared in the December issue of the higher education publication *Liberal Education*. He explained that the article is a shorter version of the work that Marcia Baxter-Magolda, Carolyn Haynes, and he shared at a special conference last spring. He commented that the article lays out the logic driving engaged learning, especially student development, and frames how engaged learning can be sequentially structured to create superior learning outcomes. It briefly describes what Miami has done to revise our honors program, with great success.

President Hodge acknowledged the Bernard B. Rinella Learning Center being recognized as the 2009 National Outstanding Learning Center. He stated that there are many dimensions to creating a truly exceptional learning environment. It starts with extraordinary faculty who connect with and encourage students, and it includes critical services like advising and, in the case of the Rinella Center, an exceptional professional staff and peer tutors, who work to better prepare students how to learn.

Dr. Hodge reported that this semester has included many activities around the Bicentennial celebration including a special commissioned play "Down in Mississippi" that was based on the summer of 1964 when volunteers came to the Western campus to train for nonviolent efforts to register African American voters in the south. Three of those volunteers were murdered in Mississippi shortly after they left Oxford. The play opened to coincide with the 45th anniversary gathering of the Freedom Summer volunteers.

President Hodge commented that the University community enjoyed one of the most amazing musical nights ever at Miami, Legacyfest. An entourage of 900 performers, including members of the Miami University Marching Band, Wind Ensemble, Jazz Ensemble, combined Miami choirs and Talawanda Schools bands and choirs, showcased music commissioned for Miami's Bicentennial as well as familiar favorites. Commissioned pieces included those by: Benny Golson; James Lentini, Dean of the School of Fine Arts; David Shaffer, marching band director emeritus; James Sheppard, professor of music; Roger Davis, associate professor of music; and Andrew Goldie, 2009 Miami graduate. Jazz legend Benny Golson was the featured soloist, performing with the MU Jazz Ensemble, the MU Wind Ensemble, and, for the first time in his life, the Miami Marching Band. Afterwards Mr. Golson told everyone that he had performed at many, many campuses including places like Harvard and Princeton, but this was the very best collegiate experience he had ever seen.

Dr. Hodge reported that last week, the campus enjoyed another special performance, "Freedom and Joy", an evening dedicated to celebrating twenty years of the fall of the Berlin Wall. While not directly a bicentennial celebration, it captured the best in Miami collaboration, connecting visual material with an evening of specially selected music including Aaron Copeland's Lincoln Portrait which Dr. Hodge narrated. He commented that it was an extraordinary experience to stand in the middle of the orchestra as it played the majestic and powerful music.

President Hodge added that there have been many additional Bicentennial celebrations that he was able to attend. The Department of Statistics used the Bicentennial to bring back distinguished alumni to share their perspectives on their careers and the field of statistics. Women studies held a two day conference named "Theory into Action Across Generations: Women's Studies Bicentennial Symposium". The Department of Geology held an event centered around its ninety-nine year history. About 200 former women athletes, stretching back into the 1940's, returned for the Miami Women's Sports Bicentennial Reunion celebration. A panel of six women representing six decades of women's sports shared their Miami experiences. The panel was followed by a special luncheon in which those women who participated in varsity sports prior to 1989 when we first awarded letters, were each recognized with a framed letter. The President described the luncheon as a very emotionally moving event. He also noted that there were many other Bicentennial events ranging from a Physics Bicentennial gathering to the Miami Bicentennial Writers Festival that brought back about a dozen of Miami's most successful alumni writers.

President Hodge noted that the Bicentennial celebration was not limited to campus. Mrs. Hodge and he continued with the Bicentennial tour this fall, including stops in Chicago (with Dave Shade), New York, Washington, DC (with Sue Henry), South Carolina, San Francisco, and Los Angeles. He commented that what impressed them the most was the representation from across the generations of Miami alumni, and the easy way in which they related to each other. He stated that it was an extraordinary testament to ties that bind the Miami family together, to the power of the enduring values that Miamians celebrate in our bicentennial.

Dr. Hodge returned to the theme of engaged learning. Earlier in the week, three groups of students working as independent teams in the Highwire Brand Studio made

formal presentations of their work to create a clearer brand for Miami. They had worked all semester, using all of their skills, to create innovative approaches to telling the compelling story that is Miami. Sharon Mitchell and Don Crain were able to observe the presentations and can attest to the high professional standards that they exhibited. Dr. Hodge noted that these presentations reflect the power of collaborative learning and the high performance that comes from challenging our students with real problems. This class was not studying examples from a book; they were engaged by and with a real client with a complex problem. He said that they were, in every sense of the word, professionals. This frame of mind is an essential component of the extraordinary education Miami provides, and a major contributor to the reputation Miami has for producing graduates who are uncommonly prepared for their future lives and careers. He reported that later in the day the other marketing capstone course will present its proposals to the NCAA Final Four, who commissioned them to find ways to increase interest in the final four among young adults.

In his closing remarks President Hodge highlighted the most critical element in our approach to engaged learning, the relationship between our committed and talented faculty and their students. Earlier this month, the Havighurst Center sponsored a lecture by Political Science Professor Daniel Jacobs who retired this year after exactly fifty years at Miami. Dr. Hodge said that when he talks with alumni, they almost always refer to one or more professors who made such an impact on their lives. He stated that of all the names he has heard, none have been more often mentioned than Dr. Jacobs, the quintessential teacher-scholar whose research changed the way we viewed the Soviet Union and whose teaching changed the lives of students.

President Hodge commented that the evening before, he received an e-mail from a current student about a current professor that explains how it is that connection between teacher and student defines the Miami Experience. He quoted from the e-mail:

I'm not sure if you know Dr. William Hazleton in the Political Science department, but I just found out that my capstone class last night was the last class that he'd be teaching in his career as a professor. I'm not sure if his retirement is health related, though I suspect it to be because I know he's been fighting throat cancer, but he's been one of the greatest professors that I've had here at Miami. Throughout this year and last he's hardly had a voice but has successfully held engaging classes even though it's been obvious that it was a struggle for him to speak. The capstone class that he taught, which just concluded last night, has without a doubt been the best class I've taken at Miami...challenging, engaging, interesting, but really enjoyable at the same time. Dr. Hazleton can frequently be found doing his work amongst students in the library, sometimes even on Saturdays and Sundays, and is always delighted to stop and talk to any of his students he sees. It's clear that he loves his job and that his students love him.

President Hodge closed his remarks by stating that these types of interactions between student and faculty are the hallmarks of the Miami Experience.

Academic/Student Affairs Committee Report

Committee Chair Sue Henry's report is recorded verbatim.

The Board's Academic and Student Affairs Committee met on November 18, 2009 and once again we had an extremely full agenda. We opened the meeting with announcements of important or interesting events on campus.

- We have had 792 presumed cases H1N1 and have vaccinated 2,360 students for the H1N1 flu and 500 students for seasonal flu.
- The University is going to join a national assessment coalition that will measure feedback regarding student satisfaction with the Offices of Student Activities and Career Services, the Student Center, and the recreation programs. These assessments will be given to the students in the Spring.
- The National Survey of Student Engagement reported that 68 percent of Miami students had participated in a practicum, had field experience, worked in a co-op, or had an internship; 74 percent had participated in community service; 57 percent of the Miami respondents felt they were well supported regarding their social needs; and 89 percent felt they were well supported with respects to their careers.
- The Learning Center won the 2009 Outstanding Learning Center Award given by the National Learning Center Association.
- The Office of New Student Programs won first place from the National Orientation Directors Association for its first year e-newsletter.
- The search for the new Regional Dean is continuing.
- Academic reviews – Academic departments have a program of self-review every six years by internal and external reviewers. Two departments are under review. Additionally, the Department of Nursing and several departments in the School of Fine Arts have accreditation reviews taking place. The Farmer School will have its accreditation review next year.
- We are moving forward with the "E-Portfolio" program which will electronically save students' papers, videos, and course work. These records will be held on an external server. This program is required for accreditation in business and education. It also is being used for documents in the Honors Program and in student affairs. It is quite an accomplishment for a college Miami's size to have completed the e-portfolio program this early on.
- The ASG legislated a new election rule requiring a shared slate for presidential and vice-presidential candidates.
- ASG also is working on the following issues: a sustainability student mission statement, on campus walk-abouts where the student leaders would hear students' views on issues, a gender neutral housing bill and obtaining an Amtrak stop in Oxford.
- Author David McCullough gave a speech on campus that was not well attended by students. There is a concern that there is over programming on campus and too many signs for each and every event regardless of its importance.
- The Redhawk Council made up of student athletes meets every month and engages in community service projects including the annual reading program with area youth.
- This year the student athletes class graduated at a higher rate (82%) than did the general population of undergraduates (81%). This is only the second time that this has happened at Miami.

Part of our new branding initiative is our external website. In the past two years, Associate Vice President Dionn Tron has coordinated the development of a new external website from the ground up because the old one was hard to use and had so many problems. The goals for the new website are to strengthen our brand; appeal to key audiences; and be friendly, functional, adaptive and flexible. The new website will represent all aspects of University life for students and faculty. The first phase of the new website – the admission site – will launch on 12/31/09. The homepage will be primarily for prospective students and will not be a bulletin board. The admissions site will highlight interconnectivity elements of social networking concepts including Miami traditions and history. The academic departments are targeted to submit the content for their individual websites within six months. The internal website, driven by Blackboard, will be constructed by the IT department and does not have a deadline for its completion.

The financial aid consultants, Scannell and Kurz, had an initial three day visit on campus. They will present a report by the end of November that will include a summary of what they saw, an analysis of our data, a report on how students feel they are being served by the financial aid department, and their recommendations. Their initial results indicate that we may be overpaying some students because we have too many students qualifying for too many programs. We might be able to get the same students with less financial aid. Also, they felt that we are transfer unfriendly because we don't tell transfer applicants how many credits they can transfer until after the student accepts to come to Miami. The consultants will be back on campus in December to provide training on their software which models, among other things, the effects of financial aid awards on the financial bottom line and on diversity. They will present a final financial aid awarding strategy by the end of January 2010. We plan to have our aid awards made by March or April.

The Admissions Advisory Board chaired by Vice President of Student Affairs Barbara Jones soon will have recommendations. These might deal with proposals for engaging faculty with student applicants; a need for developing pathways and responses for transfer students; having the academic departments engaging with community colleges to feed students into our schools such as engineering; looking at recruiting and retention; increasing financial aid; and finding more ways to connect to high school students through outreach and summer programs. The Admissions Advisory Committee will dissolve after its report is presented. It recommends that afterwards there be a strong Enrollment Management Committee that will be more strategic both long and short term. Currently, the Enrollment Management Committee meets twice a year and sets enrollment targets.

Director of Admissions Laurie Koehler reported the early application numbers. Although it is early, there are some trends of concern in that applications for the College of Arts and Sciences and the Farmer School are down. Other divisions are up. Multicultural and African-American applications are up. Early decision applications are declining and have been for a number of years. That's usually because many students need to see their financial aid awards before they can commit. We have not traditionally marketed January enrollment and that is something we are considering. Laurie also discussed the recruitment strategies from the five University divisions.

Provost Herbst reported that in the *US News and World Report* college rankings, Miami was ranked 77 in 2009, down from 67 in 2007. Peer assessment is the single largest factor in the rankings and there is some disparity among universities about how information is reported. For example, Miami does not include librarians as faculty which is one way to increase the faculty-student ratio on paper. Rankings appear to matter at the very early stages in getting students interested in considering the college and actually applying. Miami does rank highly in several other surveys including those conducted by the Princeton Review and *Business Week* magazine.

The University is constantly undergoing assessment and restructuring of its departments. For example, the Western College Program/School of Interdisciplinary Studies is no longer a separate division and we've redistributed graduate assistantships from five graduate programs. Now we need a more interdisciplinary approach. We have adopted problem-driven recruiting efforts whereby we will find the person who fits our needs and then figure out departmental affiliations later. We are trying to punch through silos in the divisions, and are looking at departmental structures themselves. For example, in the College of Arts and Sciences, we are asking if we have the right departmental structure between the life sciences and humanities and how a change would affect degree programs. If department restructuring is proposed, that decision would involve the University Senate. Provost Herbst reported that proposals to realign departments may be made to our Committee at its January 2010 meeting.

Andrew Beckett, Associate Dean of Students, and Jhan Berry, Director of Diverse Student Success and Student Retention, presented a report on retention. Our goal, in the University's five year plan, is to increase our graduation rate from 81% to 85%. Several initiatives have been started to accomplish that goal. Because we know grades are important for retention, most professors now give mid-term grades for freshmen enabling the Office of Academic Affairs to intervene with students whose grades are low. Students with a GPA below 2.0 are required to take EDT 110, a study skills intervention class. With a grant from the Parents Council, the Office of Academic Affairs has purchased a MAPWORKS Risk Indicator Program that utilizes a questionnaire to measure four things: academic integration, social integration, self-efficacy, and personal transition issues. The report from this questionnaire is given to the student and the student's advisors allowing the advisors to intervene early on. The questionnaire shows that factors not relevant to whether a student will remain in school are: gender, ethnicity, being a first generation college student, ACT scores and others. Four factors that do correlate with staying are: GPA, commitment to higher education, homesickness and satisfaction including a sense of belonging and the campus living environment. 2.7% of the withdrawing students experienced severe roommate problems. It is expected that the living –learning communities will help integrate students both socially and academically. This year this information was shared with incoming students during orientation. Next year it also will be shared with the parents. Plans are in the works to give the questionnaire to all students who withdraw to assess why they left and to try to reengage them.

Students of color with GPAs in the 2.0 to 2.9 range have formed focus groups for identifying problems and interventions. These students meet with Dr. Berry once a

month. Interventions for these students are strong as freshmen and need to continue through their upperclassmen years. Additional advising and retention initiatives are:

- The Undergraduate Academic Advisory Council has provided individual advising for every freshman at orientation.
- Undergraduate Advisory Office is now up and running.
- The Student Success Council is composed of approximately 20 people from across different communities on campus such as housing and dining, financial aid, second year programs, etc. and it explores various ways to help retain students.
- The Retention Webinar Series offers professional development for academic affairs personnel and across the campus.
- There are retention plans for special populations including veterans, international students, students coming from the regional campuses and other relocating students.
- Intervention for students on probation or suspension is being emphasized. In January 2010, Mike Neal, the Director of the Second Year Experience, will begin a pilot program looking at students in the College of Arts and Sciences and in the Farmer Business School with 32 to 64 credits, assessing their problems and developing interventions to help them come back from probation and/or suspension.

Upon the completion of Ms. Henry's report, several Trustees asked questions about admission applications, and Laurie Koehler, Director of Admission, gave the Board a short status report. Ms. Koehler reported that applications are keeping pace with last year's numbers.

Following Ms. Koehler's report, Provost Herbst asked that the Board recognize Karen Shaffer, University Secretary, who has announced her retirement from Miami University following thirty-six years of service.

Finance and Audit Committee Report

Upon request of the Board Chair, Vice President Creamer presented a report on behalf of the Finance and Audit Committee. His report is included verbatim.

The Board's Finance and Audit Committee met on the Oxford Campus on November 20, 2009. It was a very busy agenda that included a number of reports, a resolution, and an ordinance for the full Board's consideration, and discussion with the University's independent and internal auditors. As was reported by the Academic/Student Affairs Committee, the Finance and Audit Committee also received a report on admissions and financial aid planning for fall 2010. This is a regular part of each meeting, but the Committee devoted extra attention to this important topic at its last meeting and will continue to follow these issues closely through the balance of the year.

The November meeting is the meeting each year when we meet with the independent auditors to discuss the results of their audit. You will find a copy of the Fiscal Year 2009 audited financial statements at your table (available to the public in the Office of the Vice President for Finance and Business Services). I am pleased to report

that there were no major issues brought to the attention of the Committee by the independent auditor.

Provost Herbst provided the Committee with a report of the results of this year's university-wide risk assessment. The Finance and Audit Committee encouraged the establishment of this practice a few years ago and the assessment is updated each year now by the University. The assessment is used in the development of the University's internal audit plan and to identify areas where some attention may be needed. One such area that was identified this year is the vulnerability of sensitive research results during a power outage. The identification of this issue resulted in changes to how the University prioritizes areas on campus for retaining temporary emergency power to the campus.

The University's Internal Auditor, Barbara Jena, also reviewed the internal audit plan for the year with the Committee. The plan had already been reviewed and approved by the Chairman of the Committee, Jay Henderson. As noted earlier, the University's risk assessment is one of the key elements that is used to identify the audit priorities.

The Committee also reviewed its regular reports including the forecasted operating results. All of the campus revenue and expense results are within budget with the tuition revenue for the Hamilton and Middletown campuses measurably above the budget due to the enrollment growth on those campuses. Investment performance is also exceeding the budget to the point while health care costs are ahead of the amount budgeted.

The Committee also received some other financial information at the request of Chairman Henderson. You will find some bond rating information for Ohio public universities at your table (included as Attachment B). The Committee asked that this information be prepared as it monitors the financial condition of the University and assesses issues like the condition of the residence halls. As you will note from the ratings, Miami has not had any change in its rating and its rating is stronger than some of the institutions in the Board of Regents' rating system. The information reflects that we must consider a variety of financial information in assessing the financial strength of the University as we study major initiatives such as residence hall planning.

As noted earlier, the Committee considered one ordinance, "Adoption of FY 2011 (Fall 2010) Room and Board Rates" and one resolution, "Approval of Endowment Spending Formula." Both were endorsed by the Committee and are recommended to the Board for approval.

Mr. Don Crain, Chair of the Investment Subcommittee, presented the Subcommittee's report for its November 20, 2009 meeting. His report is recorded verbatim.

The Investment Subcommittee of the Finance & Audit Committee met on November 20, 2009. During the first fiscal quarter ending September 30, the endowment portfolio enjoyed a second consecutive quarter of double digit returns. The global capital markets rally that began in March continued through the summer and helped produce a return in the endowment for the quarter of +10.59 percent. All of our managers posted positive returns for the quarter, except for private real estate. Our results for the calendar year-to-date ending September 30 were +15.91 percent and have nearly recovered the

losses from a year ago. The more conservatively invested non-endowment portfolio rose +2.66 percent during the quarter, and is up 5.77 percent calendar year-to-date.

We have not made any changes to the portfolios. While we have confidence in our managers and our asset allocation, we remain cautious about the near-term state of the capital markets since the economy needs to catch up to market valuations and expectations.

During the meeting, the Subcommittee reviewed the annual endowment distribution, the university's annual endowment expenditure policy, and the expenditure formula. The endowment distributed over $6.3 million to the University, though the average endowed fund distribution for the 2009 fiscal year was down almost 23 percent. We recommend continuing to use the same expenditure policy factors for fiscal year 2010, which include the Consumer Price Index as the inflation measure, and 4.5 percent as the market value multiplier. A resolution on this topic is on today's agenda.

Appropriation Ordinance to Adopt Fiscal Year 2011 Room and Board Rates

Vice President Creamer reported that the ordinance includes increases in rates from 2.25 percent to 3.47 percent, the lowest rate increases in a number of years. Dr. Creamer commented that while any rate increases are difficult, a great deal of time was undertaken with the Residence Hall Committee to explain the rationale for the increases and the committee did endorse the recommendations. An editorial in the *Miami Student* also supported the increases.

Upon the recommendation of Vice President Creamer, Mr. Crain moved, Mr. Herche seconded, and by roll call vote Ordinance O2010-2 was unanimously adopted with eight Trustees voting in favor and none opposed.

ORDINANCE O2010-2

BE IT ORDAINED: that the Board of Trustees hereby establishes the following charges to be levied and collected beginning with the first semester of the academic year 2010-2011 unless otherwise indicated.

I. Residence Halls (per semester per student)

	2009-10	2010-11	% change
A. Fall/Spring Semesters-			
Residence Halls, Multi-Occupancy	$2393	$2476	3.47%
Designated Single Room or Super Quad	3385	3500	3.40%
Double Room as Single	3960	4090	3.28%
Premier Single Room	4365	4515	3.44%
B. Summer Weekly			
Double Occupancy	$ 100	$ 103	3.00%
Single Occupancy (double as single)	150	155	3.33%
C. Heritage Commons Apartments	$4440	$4540	2.25%

D. Sorority Suites
    (Effective January 1, 2010)

Less than 800 sq. ft.	$2630	$2720	3.42%
800-1,200 sq. ft.	4600	4755	3.37%
1,200-1,300 sq. ft.	4980	5150	3.41%
1,300-1,400 sq. ft.	5480	5670	3.47%
1,400-1,500 sq. ft.	6180	6390	3.40%
more than 1,500 sq. ft.	6580	6805	3.42%

II. Residence Halls Room Refund Policy

The refund policy for room rent for first and second semester will be as follows:

(1)	Withdrawal during the first five days of the term	100 % of room rent
(2)	Withdrawal during the sixth through eighth days of the term	90 % of room rent
(3)	Withdrawal during the ninth through twentieth days of the term	50 % of room rent
(4)	Withdrawal during the twenty-first through thirtieth days of the term	35 % of room rent
(5)	Withdrawal during the thirty-first through the fortieth days of the term	25 % of room rent
(6)	Withdrawal after fortieth day of the term	No Refund

The refund policy for room rent for the summer terms will be as follows:

(1)	Withdrawal during the first three days of the term	100% of room rent
(2)	Withdrawal during the fourth through eighth days of the term	50% of room rent
(3)	Withdrawal during the ninth through fifteenth days of the term	25% of room rent
(4)	Withdrawal after the fifteenth day of the term	No Refund

Provided further that no room rental charges will be returned upon withdrawal until thirty days have elapsed from the date of withdrawal. In the event of an emergency, the Vice President for Finance and Business Services or his designee is authorized to make exceptions to the above stated refund policy.

An advance Oxford Campus enrollment deposit of $330.00 and an admission fee of $95.00 are charged to all incoming first year resident students. The $330.00 fee would be applied retroactively toward the student's final term fees.

III. Meal Plans (per semester per student)

A. Fall/Spring Semesters On Campus Students	2009-10	2010-11	% change
Passport	$2336	$2417	3.47%
Passport Plus	+ $250 account	+ $275 account	N/A
Passport Premier	+ $350 account	+ $375 account	N/A
Diplomat Meal Plan			
Required Meal Program Assessment from every residence hall student occupant	$1450	$1500	3.45%
Minimum Level Account Purchase	+ $550	+ $600	N/A

B. Commuter/Off Campus

Ambassador I (any 3 weekend meals)	$ 370	$ 380	2.70%
Ambassador II (L weekdays)	765	790	3.27%
Ambassador III (D weekdays)	900	930	3.33%
Ambassador IV (L daily)	1025	1060	3.41%
Ambassador V (D daily)	1140	1175	3.07%
Ambassador VI (L & D weekdays)	1580	1630	3.16%
Ambassador VII (L & D daily)	1965	2030	3.31%
Ambassador VIII (B, L & D daily)	2336	2417	3.47%
Attaché Account Meal Plan	$100 min. deposit	$100 min. dep.	N/A

C. Summer

Envoy Account Meal Plan	$100 min. initial deposit	$100 min. int. dep.	N/A

IV. Meal Refund Policy

Provided further that upon withdrawal during the first or second semester, the meal plan charge for that semester will be adjusted for a meal plan charge per day for all days during which the student is in residence. Diplomat Account balances remaining at the end of the first semester for graduating seniors and at the end of the second semester for all other plan holders are refunded to the student after the service fee is charged.

Provided further that upon withdrawal during a summer term, the Embassy meal plan charge for that term will be adjusted to provide for a meal plan charge for all weeks during which the student is in residence including the week of withdrawal.

V. Service Fee

A $35.00 service fee after the first two weeks of each semester or a summer term will be charged for such requested actions as a meal plan cancellation, meal plan change, or a point account refund; except that Summer Envoy point account refunds will be charged a $20 service fee.

Resolution to Approve Endowment Spending Policy

Vice President Creamer reported that the spending policy described in the resolution continues the practices that have been used the past several years and there are no proposed changes.

Upon the recommendation of Vice President Creamer, Mr. Wall moved, Mrs. Geiger seconded, and by voice vote Resolution R2010-14 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2010-14

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, the Vice President for Finance and Business Services has recommended to the Finance Committee of the Board of Trustees that the formula remain unchanged for the fiscal year ended June 30, 2010, and the Finance Committee has accepted that recommendation; and

WHEREAS, the Board of Trustees, has considered the proposed Spending Policy, 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.

Report by the President of Associated Student Government

Jonathan McNabb, President of Associated Student Government (ASG), congratulated Provost Herbst for his appointment as President of Colgate University. Mr. McNabb reviewed the activities of ASG regarding the planning for the Bicentennial Student Center, including conducting a survey of students to ascertain their willingness to support the Center with an increase in student fees. Results of the survey will be available after the first of the year. Mr. McNabb also reported that he participated as a judge in the Highwire presentations, and he was impressed with the breadth and depth of the work the students produced.

Student Trustee Reports

Heath Ingram reported that his mother called him to let him know that he had received a birthday card from Miami University at his home, congratulating him on attaining his 21st birthday. Mr. Ingram stated that the card gave his parents and him an opportunity to talk about the socially responsible use of alcohol, and he applauded the University for using the birthday card program as a component of our alcohol educational programming.

Mr. Ingram addressed the Bicentennial Student Center project and informed the Board that he has been a member of the planning committee for three years. He commented that the planning has progressed significantly since his freshman year and he is more excited than ever about the project.

Mr. Ingram briefed the Board on the Student Trustee selection process, which is conducted by Associated Student Government per the Ohio Revised Code. He described the process as rigorous and challenging, and four nominations have been forwarded to the Governor's Office for consideration.

Lindsey Bullinger reported that she also attended the Highwire presentation and was very impressed with the results. Ms. Bullinger also reported on her involvement as co-chair of the NCAA accreditation self-study committee. Weekly meetings are taking place to obtain information to develop the final report. She concluded her report with a description of her experience as a Dance Team member and the interactions she has had and the relationship she has developed with a female basketball fan who lives at the Knolls of Oxford. Ms. Ingram indicated that the opportunity to interact with Miami alumni on a regular basis reinforces her positive feelings for the University and the Miami community.

Other Business

The Chair called upon Mrs. Kay Geiger, the chair of the nominating committee, for the committee's recommendations for Board officers for 2010. Mr. Dennis Lieberman and Mr. Fred Wall also served on the nominating committee.

Mrs. Geiger reported the committee's recommendations for 2010:

Chair	John S. Christie
Vice Chair	Donald L. Crain

Secretary	S. Kay Geiger
Treasurer	David F. Herche

The committee also recommended that Mr. Christie and Mr. Herche serve as the Board of Trustees' appointments to the Miami University Foundation Board of Trustees for calendar year 2010.

Upon a motion made by Mr. Wall and seconded by Mr. Lieberman, the recommendations of the nominating committee were accepted by voice vote. Mr. Christie thanked the members of the nominating committee for their work.

Vice President Reports

Written reports were submitted by the following Vice Presidents:
- Jayne Whitehead, Vice President for University Advancement, Attachment C
- Debra Allison, Interim Vice President for Information Technology, Attachment D

Executive Session

At 10:55 a.m., upon recommendation of the Chair, Mrs. Mitchell moved, Mrs. Geiger seconded, and by roll call vote the Board convened to Executive Session for the purpose of conferring with General Counsel, considering the appointment of public officials, and discussing confidential matters as provided by the Ohio Open Meetings Act, Revised Code Section 121.22.

At 12:15 p.m. the Board adjourned the Executive Session, and with no other business coming before the Board, a motion was duly made, seconded, and by voice vote the meeting was adjourned.

Stephen D. Snyder
Secretary to the Board of Trustees

Scripps Gerontology Center

A Center of Excellence

Making a Positive Difference in the

Lives of Aging Individuals, Their

Families, and Their Communities

SCRIPPS
GERONTOLOGY CENTER

MIAMI UNIVERSITY
OXFORD OHIO

Mission

Our mission is to provide research, education, and service to meet the needs of aging societies and to make a positive difference in the lives of aging individuals, their families, and their communities.

SCRIPPS
GERONTOLOGY CENTER

MIAMI UNIVERSITY
OXFORD OHIO

Range of projects

Local to international scope

Individual to societal issues

Funding sources:

▶ Federal: National Institutes of Health, Administration on Aging (DHHS), Department of Education

▶ Foundation: RWJ, Commonwealth

▶ State and local

Examples of projects

International aging

State and national policy

Program evaluation

Innovative solutions

Individual and family issues

Ohio Fast Facts…Long Term Care

Ohio's older population (6th largest in the U.S.) with disability will double or even triple in size by 2040.

Today Medicaid supports about two-thirds of all nursing home residents. Medicaid pays about $5200 per month for nursing home care.

Medicaid accounts for one-quarter of Ohio's entire state budget – up from 18% in 1993 (40% of Medicaid expenditures go to long-term care).

Ohio has been criticized for how it spends Medicaid funds.

Scripps estimates that without changes, Medicaid could be between 35-45% of entire state budget by 2020 and more than 50% by 2030.
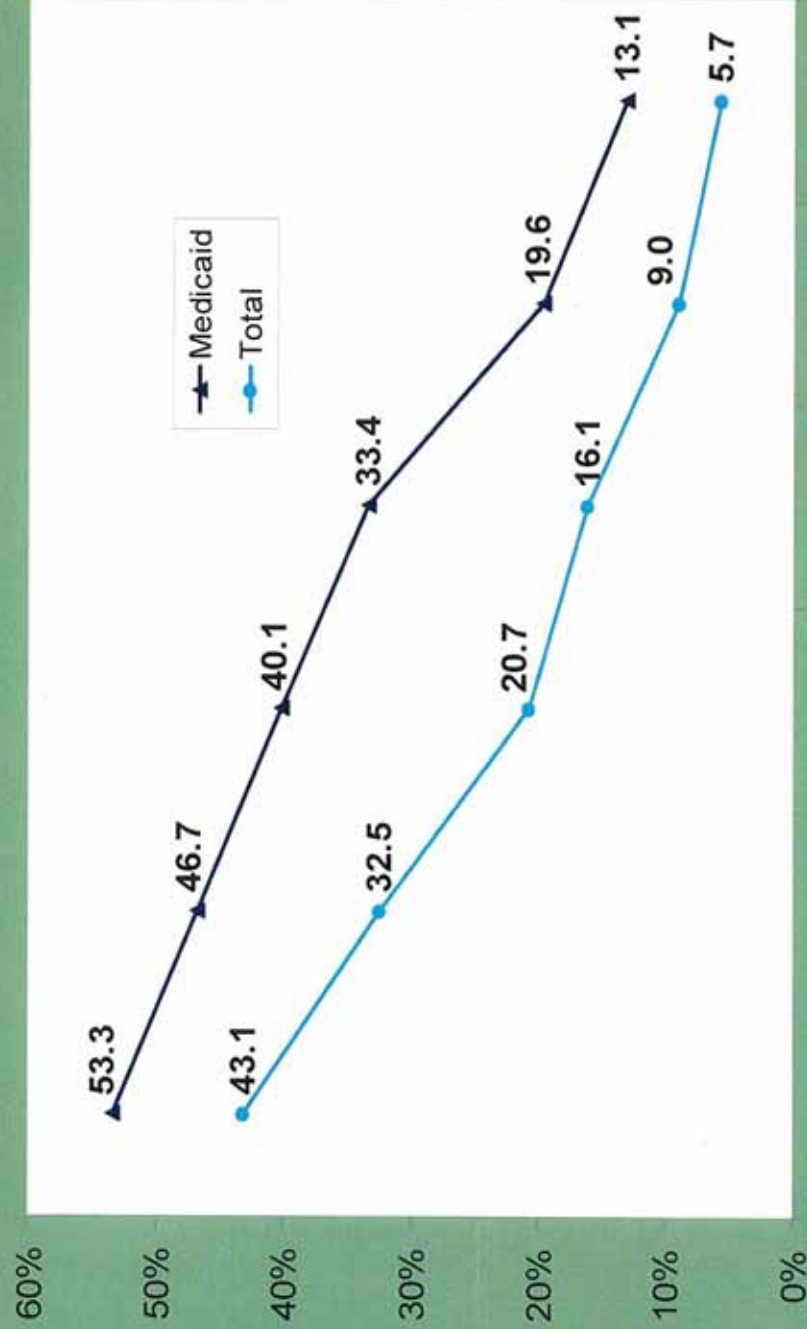
In our view, the approach to long-term care is unsustainable.

Examples of LTC Research

Tracking How Nursing Homes Are Used

Monitoring Nursing Home Eligibility

Understanding Medicaid Use

Balancing Long-term Care Services

Future Financing Challenges for Ohio

Our benchmarks of a successful project: policy maker attention, media coverage, professional publication, student involvement

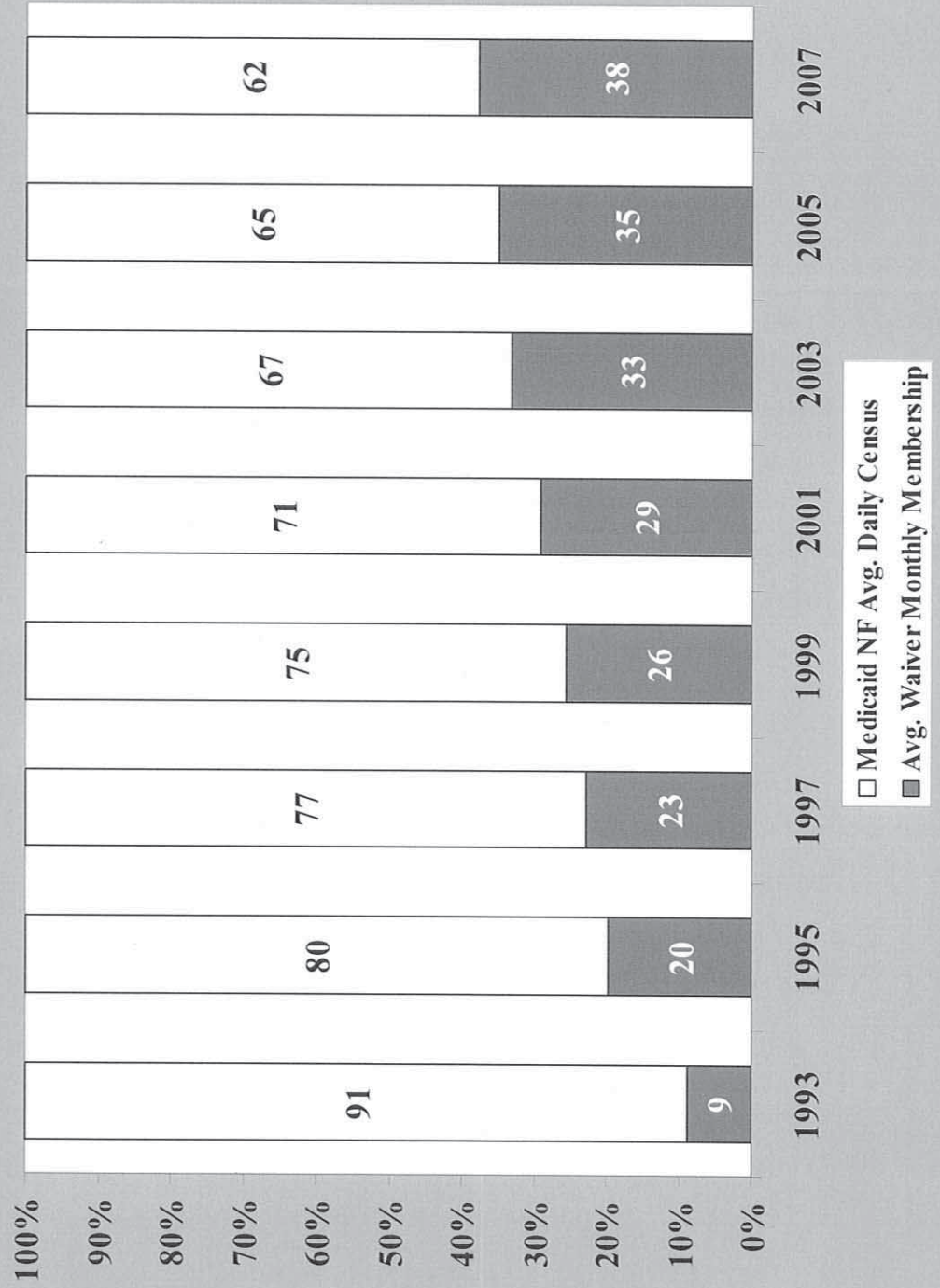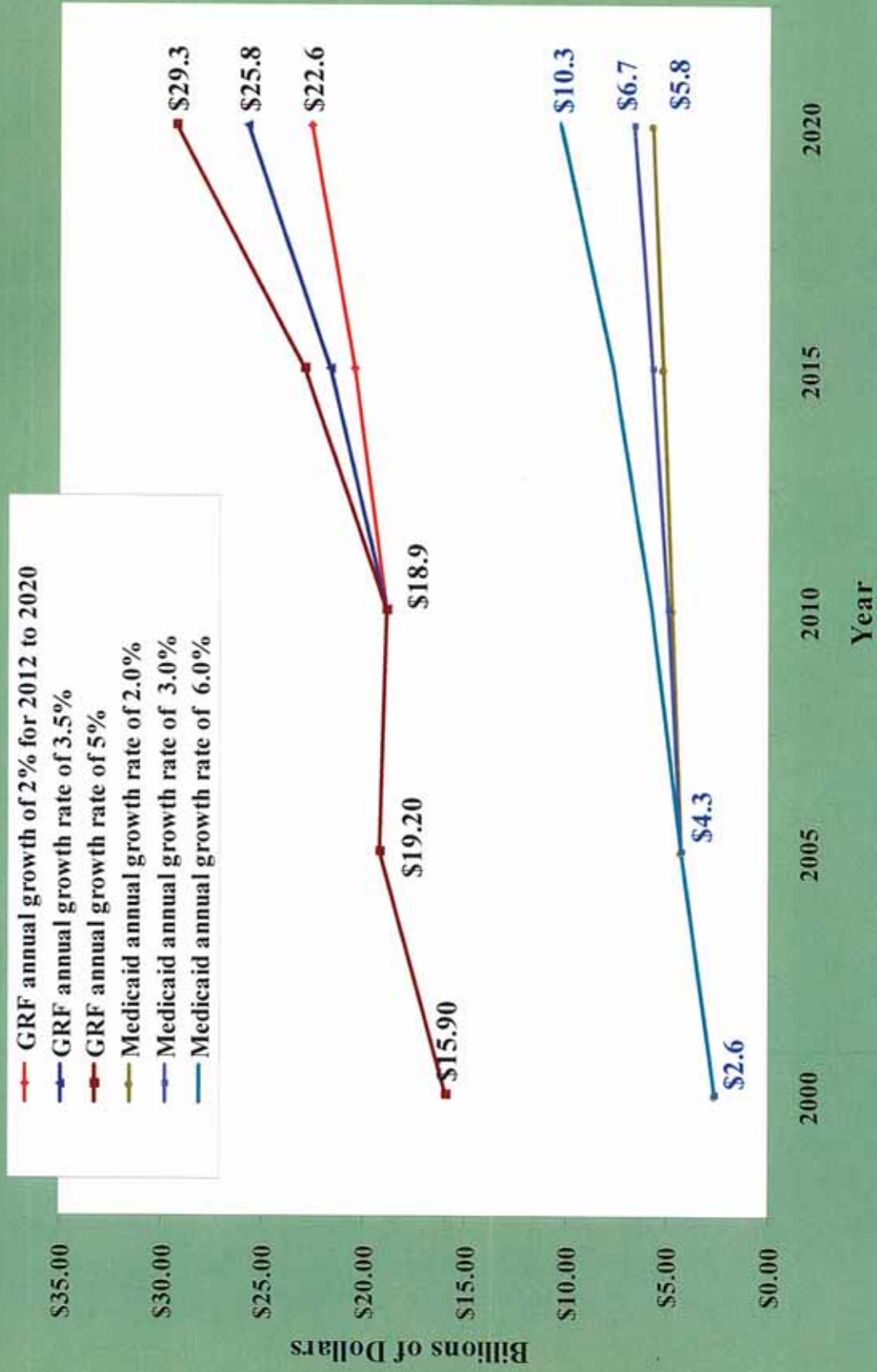# Proportion of Total & Medicaid Nursing Home Residents Still Living in a Facility

Private Pay Nursing Home Residents Who "Spent-Down" to Medicaid, Over a Three Year Period (2001-2004)

Percent on Medicaid

4.2	12.1	22.6	32.3		54.6	64.1

0-3 Months | At 6 Months | At 9 Months | At 12 Months | At 24 Months | At 36 Months
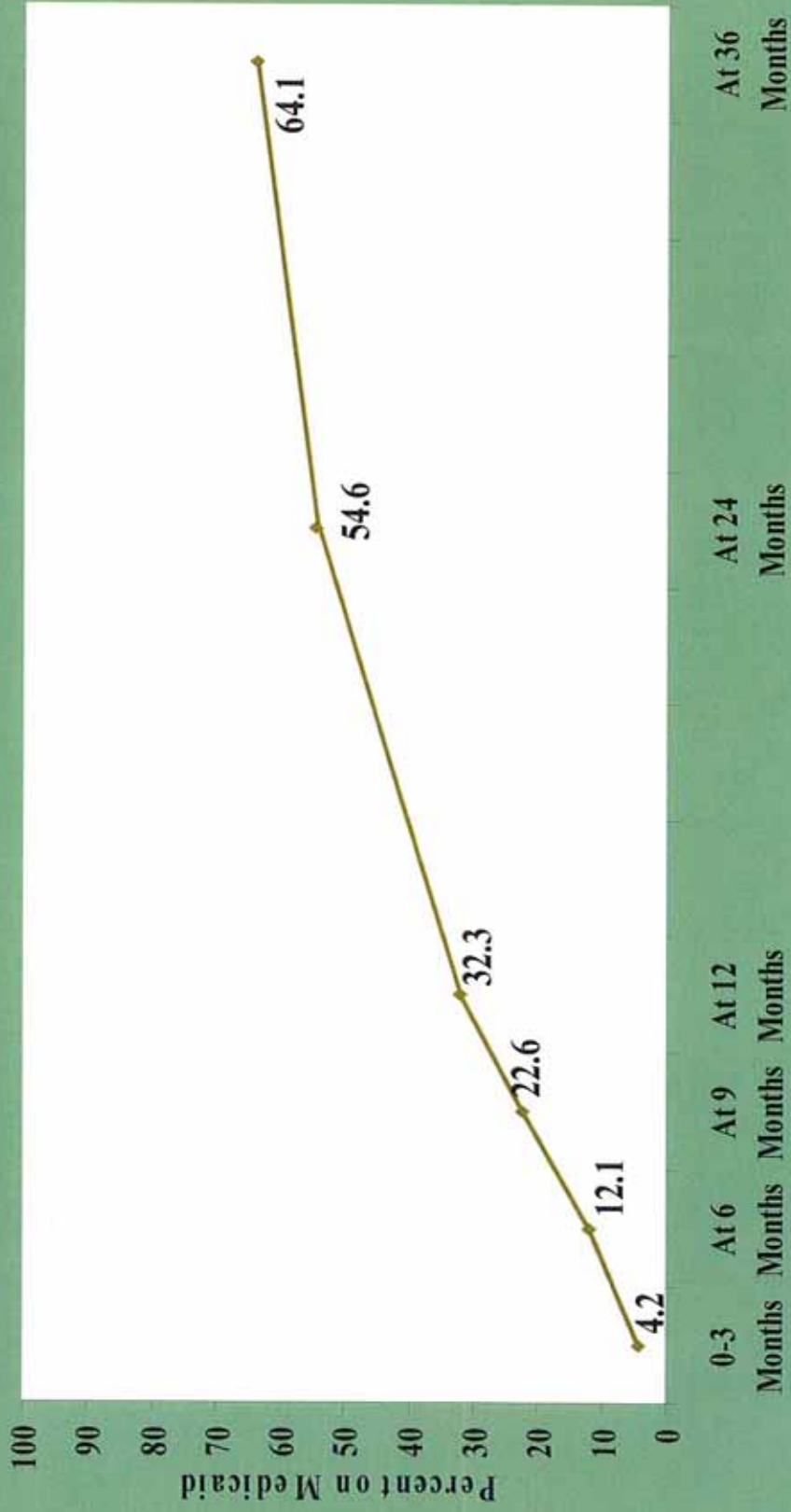
Percent Distribution of Ohio's Medicaid Long-Term Care Utilization by People Age 60 or Older and by Setting: 1993 to 2007

Year	Medicaid NF Avg. Daily Census	Avg. Waiver Monthly Membership
1993	91	9
1995	80	20
1997	77	23
1999	75	26
2001	71	29
2003	67	33
2005	65	35
2007	62	38

Total Projected State-only GRF and State Share of Medicaid in the Next 12 Years (In Billions of Dollars)

Billions of Dollars

Legend:
- GRF annual growth of 2% for 2012 to 2020
- GRF annual growth rate of 3.5%
- GRF annual growth rate of 5%
- Medicaid annual growth rate of 2.0%
- Medicaid annual growth rate of 3.0%
- Medicaid annual growth rate of 6.0%

Data points:
- $15.90
- $19.20
- $18.9
- $29.3
- $25.8
- $22.6
- $2.6
- $4.3
- $10.3
- $6.7
- $5.8

Y-axis: $0.00, $5.00, $10.00, $15.00, $20.00, $25.00, $30.00, $35.00

X-axis (Year): 2000, 2005, 2010, 2015, 2020

Opening Minds through Art (OMA): Intergenerational Art Program for People with Dementia

Elizabeth "Like" Lokon, Ph.D.

Scripps Gerontology Center
Miami University
Lokonel@muohio.edu
(513)529-2648

Responses to brain changes

- Illness-centered response:
  Person with dementia

- Person-centered response:
  Person with dementia

Illness-centered paradox:
"simple but hard to do"

Person-centered paradox:
"Complex but easy to do"
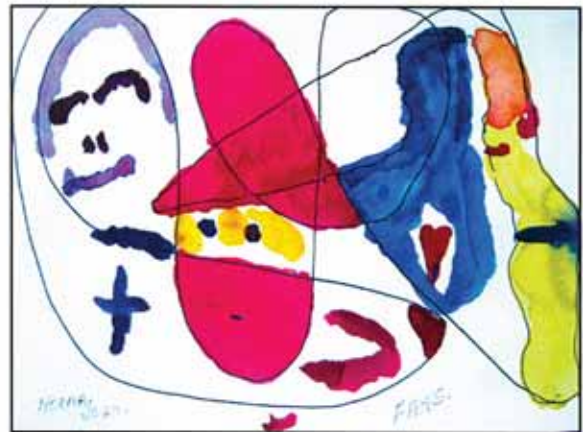
What is OMA?

- A weekly art program for people with dementia (PWD).
- Intergenerational program: 1:1 ratio of trained volunteer and PWD.
- Culminates in an art exhibition.

OMA Goals

1. To promote the **well-being of PWD** through creative self-expression.
2. To foster close relationships between **staff/volunteers** and PWD.
3. To educate the **public** about the creative capacities of PWD.
4. To contribute to the **scholarly literature** on dementia.

Program Components

- Person-centered art activities for PWD.
- Service learning for students & community members.
- Multifaceted evaluation research (quant., qual., video).

From a student's journal

After the 1st visit:

"My first impressions in the dementia unit were uncomfortable and even a little frightening. I don't like to admit it, but it was a little scary to walk through doors that only open from the inside of the unit with a code and to see very old people struggling to eat eggs and toast for breakfast and hear a raspy female voice off in a side room yelling, 'help me god help me help me ...' while everyone else seemed to ignore her."

After the 4th visit:

"I almost consider her in the same light I might consider my own grandmother. There are differences, of course ..., but I care about her and have that same pull toward her, just to hold her hand, and to see if she needs anything. ... I was hoping that something like the relationship I have with her might come from this, but I didn't think that it would happen so fast, and I wasn't sure that it would happen at all, so I am very grateful."

Project "nickname"	Title / Funding Agency / Project Period	Project Team	Partner Agencies
LTC - ODA "UPAR" ("Universal Pre-Admission Review")	Tracking Long-Term Care Utilization in Ohio: July 2009 - June 2011 Ohio Department of Aging (ODA) (7/1/09-6/30/11)	**PI:** Applebaum, Mehdizadeh **Other team members:** Chow, Nelson, Straker	
	Evaluation of State of Ohio Nursing Home Diversion and Relocation Initiative Ohio Department of Aging (ODA) (7/1/09-6/30/10)	**PI:** Applebaum, Kunkel **Other team members:** Mehdizadeh, Research Associate (TBN)	
	Partnership for the Preparation of Provider Quality Reports Council on Aging of Southwestern Ohio (9/1/08-3/31/10)	**PI:** Nelson, Chow **Other team members:** Kunkel, Straker	
	Opening Minds through Art (OMA): An Art Program for People with Dementia Cedar Village (1/1/09-12/31/10)	**PI:** Lokon **Other team members:** Friedman, Simcock	
	Promoting State-of-the-Art Business Planning at the State and Regional Levels of the Aging Network Administration on Aging (9/30/08-9/29/11)	**PI:** Kunkel, Ciferri **Other team members:** Applebaum, Hanna	
	Certificate of Need Bed Need Formula Validity Ohio Department of Health (ODH) (10/1/09-11/15/09)	**PI:** Mehdizadeh, Applebaum	

Externally Funded Projects

1

Project "nickname"	Title / Funding Agency / Project Period	Project Team	Partner Agencies
	Impact of Monitoring Technology on Family Caregivers National Institute on Aging (R21) (6/1/07-5/31/10)	**PI:** Kinney, Kart **Other team members:** Marshall Kapp, Robert Rubinstein	Illinois University School of Law; University of MD-Baltimore
	Information for Today and Tomorrow: Annual and Special-Topic Surveys for the Aging Network Administration on Aging / Subcontract: National Association of Area Agencies on Aging (n4a) (10/1/06-12/31/09)	**PI:** Ciferri, Kunkel **Other team members:** Lackmeyer, Straker, McGrew	
	Evaluation of a Home-Care Workers Safety Program NIOSH (8/1/09-9/30/10)		
	Distance Learning: Improving Care in Nursing Homes The Retirement Research Foundation (8/1/09-7/31/10)	**PI:** Applebaum, Rahman **Other team member:** Schnelle	Vanderbilt University
	MindAlert Training for Older Adults MetLife Foundation (ASA) (5/1/09-9/30/09)	**PI:** Lokon	

Externally Funded Projects continued

2

Project "nickname"	Title / Funding Agency / Project Period	Project Team	Partner Agencies
	If We Maintain the Status Quo, What Will Ohio's Future Demand be for Formal Long-Term Care Services? Series of Three Reports (8/1/05-12/31/09)	**PI:** Mehdizadeh	
	Overview of Nursing Homes in Ohio: Annual Survey Report (9/1/04-12/31/09)	**PI:** Straker **Other team members:** Deacon, Mehdizadeh	
	Overview of Residential Care Facilities: Annual Survey Report (9/1/04-12/31/09)	**PI:** Straker **Other team member:** Baker	
	Senior-Service Levies in Ohio: Updating the Data for the Decade to Come (8/1/09-6/30/10)	**PI:** Payne **Other team members:** Applebaum, Chow, Straker	
	Understanding Relocation to a Retirement Community (6/1/09-2/28/10)	**PI:** Ewen	
	Incorporating Rapid Response Data Collection and Reporting into the Ohio Long-Term Care Information Dissemination Strategy (8/1/09-7/31/10)	**PI:** Ciferri **Other team members:** Chow, Straker	
	Use of Ohio Nursing Homes By People Under 60 with Severe Mental Illness (9/1/09-6/30/10)	**PI:** Nelson **Other team members:** Applebaum, Mehdizadeh	
	Private/Public Partnership in LTC: Lessons for Ohio (7/1/08-12/31/09)	**PI:** Applebaum **Other team member:** Robbins	

Long-Term Care Funded Projects

3

Project "nickname"	Title / Funding Agency / Project Period	Project Team	Partner Agencies
	Genetics of Bone Structure and Metabolism National Institute of Health (subcontract: Southwest Foundation for Biomedical Research) (7/1/09-6/30/14)	**PI:** Subedi	
	Aging Network Business Practice, Planning and Program Development Administration on Aging / subcontract: National Association of Area Agencies on Aging (n4) (9/1/09-8/31/12)	**PI:** Kunkel, Ciferri **Other team members:** Chow, Hanna, Lackmeyer, McGrew, Payne, Straker	
	Proposal to Provide Data to Improve Ohio's Long-Term Services and Support System State of Ohio, Department of Job and Family Services (ODJFS) (1/1/10-6/30/11)	**PI:** Applebaum, Mehdizadeh **Other team members:** Kunkel, Nelson, Payne	
	Building Community, Practice and Academic Links to Enhance Sustainable Patient-Centered Research with and for the Elderly National Institutes of Health (NIH) / subcontract: UC Department of Family Medicine (7/1/10-6/30/13)	**PI:** Applebaum	
	The Spencer Foundation Pre-Proposal The Spencer Foundation (9/1/09-1/10/11)	**PI:** Ewen **Other team member:** Carr, Baxter-Magola	
	Statewide Implementation of the Service Adequacy and Satisfaction Instrument (SASI: Assessing Consumer Satisfaction in Ohio's PASSPORT Program) Ohio Department of Aging (ODA) (7/1/10-9/30/12)	**PI:** Straker **Other team members:** Brown, Chow, Hanna, Nelson	
	Genetics of Joint Health and Risk of Osteoarthritis National Institute of Health (subcontract) (7/1/09-6/30/14)	**PI:** Subedi	Miami Center for Nepal Studies

Pending Projects

4

Debt Information for Ohio Public Universities

| SCHOOL	MOODYS	S&P	DOWNGRADE?	LAST ISSUE	AMOUNT	TYPE	PURPOSE
Akron	A2, negative outlook		No	May 2008: Series C Feb 2008: Series B Jan 2008: Series A	$130.5 million $110.1 million $88.4 million	Variable Fixed Fixed	Refunding Refund & construction Refund & construction
Bowling Green	A2, stable	A+, stable	No	May 2005	$28.35 million	Fixed	
Central State	Not rated	Not rated					
Cincinnati	A2, stable	A+, stable	In 2007 due to large debt load	Jun 2009: Series C Jun 2009: Series B May 2009: Series A	$41.2 million $31.4 million $24 million	Variable 1-year 1-year	Refund variable Refinance 1-yr Liquidity reserve
Cleveland State	Not rated	A+, stable	No	May 2008	$20.91 million	Fixed	Refunding
Kent State	A1, stable	A+, stable	No	Sept 2009: Series B May 2009: Series A	$227.2 million $157.6 million	Fixed Variable	Refunding
Miami	A1, stable	A+, positive	No	Feb 2007	$86 million	Fixed	Construction
NEOUCOM	Not rated	Not rated					
Ohio State	Aa2, stable	AA, stable	No	Dec 2008	$227 million	Variable rate CP	General funding
Ohio University	A1, stable	A+	No	Apr 2009	$28.3 million	Fixed	Technology
Shawnee State	Not rated	Not rated					
Toledo	A2, stable	A+, stable	No	Jun 2009: Series B Jun 2009: Series A	$51.95 million $6.3 million	Build America Bds Fixed	Construction & refunding
Wright State	A2, stable	Not rated	No	Nov 2009: Series A Nov 2009: Series B	$5.625 million $5.625 million	Fixed Build America Bds	Energy efficiency projects
Youngstown	A2, stable	Not rated	No	Mar 2009	$31.2 million	Fixed	Refund & construction

The Miami University Campaign   For Love and Honor

Campaign Progress Update

Jayne Whitehead

Vice President, University Advancement
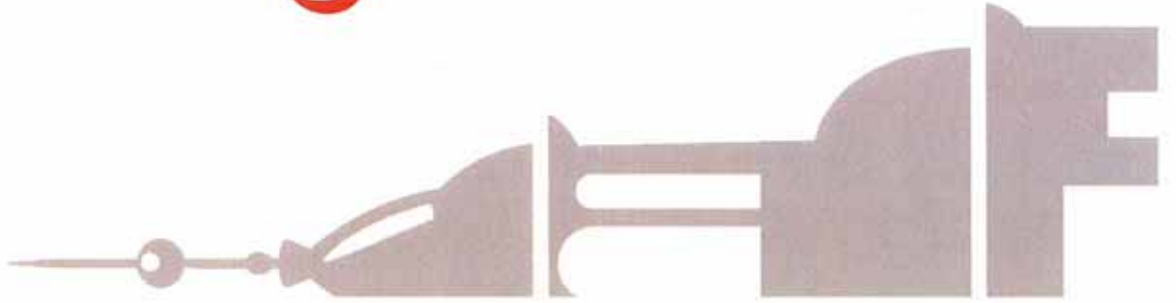
Campaign Gift Pyramid – as of Nov. 30, 2009
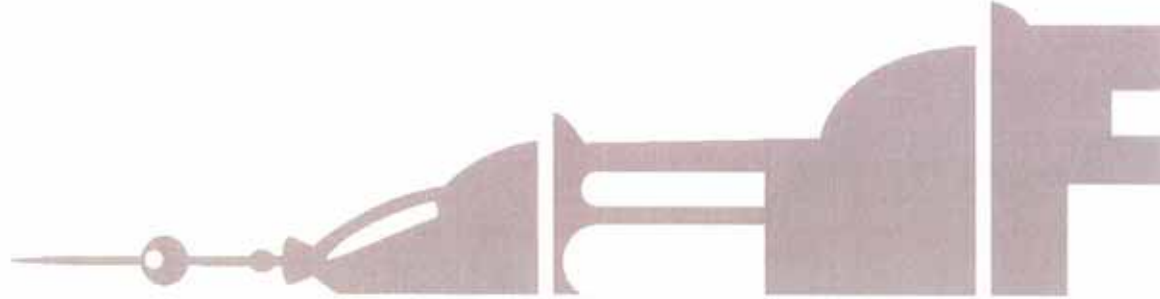
	Level	Required Number	Total	Actual Number	Total
	$25,000,000+	2	$50,000,000	1	$25,000,000
	$10,000,000	10	$100,000,000	7	$75,500,000
	$5,000,000	15	$75,000,000	6	$35,222,375
	$2,000,000	20	$40,000,000	11	$35,021,595
Leadership Gifts	$1,000,000	55	$55,000,000	38	$47,265,503
	$500,000	65	$32,500,000	33	$20,336,311
Major Gifts	$100,000	400	$40,000,000	251	$45,453,508
	$50,000	450	$22,500,000	236	$14,705,945
	$25,000	800	$20,000,000	428	$12,914,643
Special Gifts	$10,000	1,500	$15,000,000	879	$11,660,590
Gifts Below	$10,000	many	$50,000,000	many	$44,001,798
Total			$500,000,000		$367,082,269

Giving by Constituent Group – as of Nov. 30, 2009
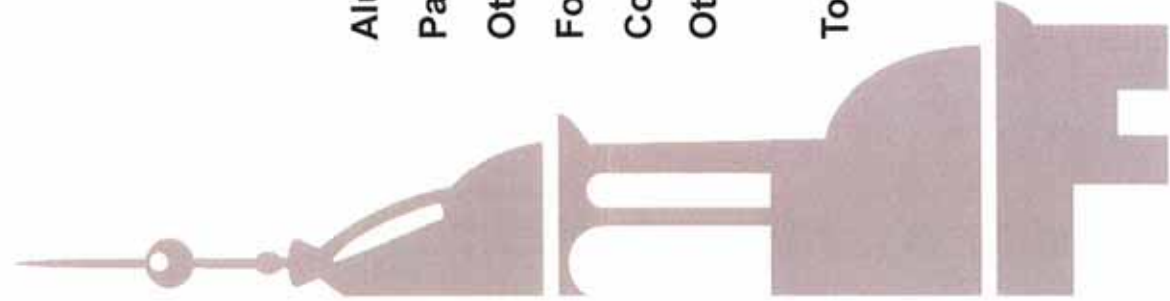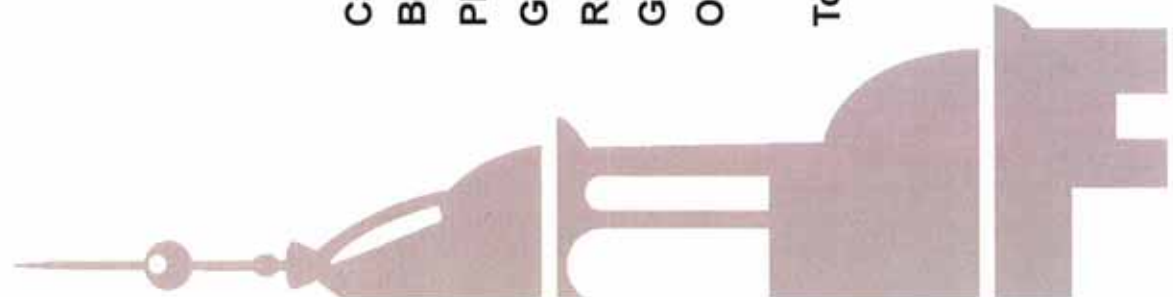
	Column I Outright Gifts & Pledges	Column II Planned Gifts Face Value	Column III Planned Gifts Present Value	Column IV Total Col I + II	Column V Total Col I + III
Alumni	$132,438,203	$102,923,040	$45,068,285	**$235,361,242**	$177,506,488
Parents	$22,077,320	$4,180,000	$316,416	**$26,257,320**	$22,393,737
Other Individuals	$25,973,146	$5,847,580	$3,318,933	**$31,830,726**	$29,292,078
Foundations	$36,144,284	$0	$0	**$36,144,284**	$36,144,284
Corporations	$25,616,918	$0	$0	**$25,616,918**	$25,616,918
Other	$11,871,779	$0	$0	**$11,871,779**	$11,871,779
Total	$254,121,649	$112,960,620	$48,703,634	**$367,082,269**	$302,825,283

Giving by Type – as of Nov. 30, 2009

	Column I Outright Gifts & Pledges	Column II Planned Gifts Face Value	Column III Planned Gifts Present Value	Column IV Total Col I + II	Column V Total Col I + III
Cash	$229,142,348	$0	$0	$229,142,348	$229,142,348
Bequests	$0	$90,254,435	$38,671,613	$90,254,435	$38,671,613
Planned Gifts	$467,102	$22,706,185	$9,224,783	$23,173,287	$9,691,885
Gifts in Kind	$12,789,976	$0	$0	$12,789,976	$12,789,976
Real Estate	$378,000	$0	$0	$378,000	$378,000
Grants	$11,344,223	$0	$0	$11,344,223	$11,344,223
Other	$0	$0	$0	$0	$0
Total	$254,121,649	$112,960,620	$47,896,396	$367,082,269	$302,018,045

Giving by College/Area/Unit – as of Nov. 30, 2009
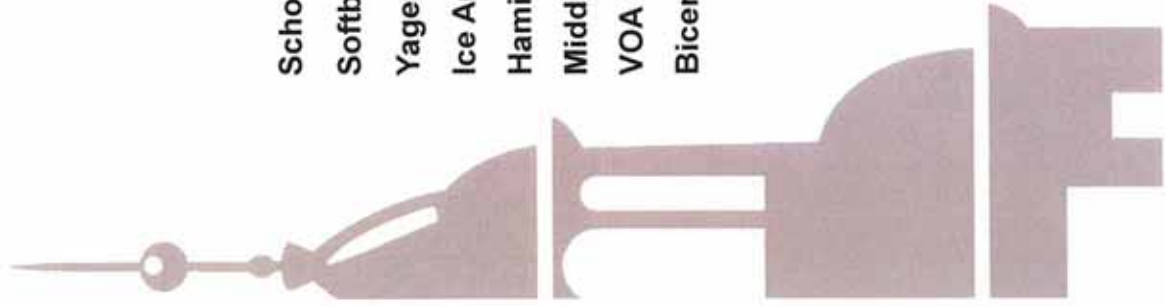
The Miami University Campaign — For Love and Honor

	Outright gifts & pledges, Face Value Planned gifts	Outright gifts & pledges, Present Value Planned gifts	Goal	% Goal Reached	Balance Goal
College of Arts and Science	$29,533,257	$25,620,896	$50,000,000	59.07%	$20,466,743
Farmer School of Business	$60,066,672	$53,783,171	$80,000,000	75.08%	$19,933,328
School of Education, Health & Society	$14,357,524	$12,084,659	$15,000,000	95.72%	$642,476
School of Engineering & Applied Science	$5,572,770	$5,690,000	$15,000,000	37.15%	$9,427,230
School of Fine Arts	$12,378,714	$11,413,529	$15,000,000	82.52%	$2,621,286
School of Interdisciplinary Studies	$3,013,417	$2,606,579	$2,800,000	100.00%	$0
Graduate School	$3,680,274	$3,689,737	$4,000,000	92.01%	$319,726
Intercollegiate Athletics	$41,609,775	$29,940,917	$50,000,000	83.22%	$8,390,225
University Libraries	$3,567,438	$3,292,409	$3,200,000	100.00%	$0
Student Affairs	$9,983,263	$9,845,709	$11,000,000	90.76%	$1,016,737
Hamilton Campus	$6,053,290	$2,451,287	$6,500,000	93.13%	$446,710
Middletown Campus	$2,358,118	$2,336,803	$2,250,000	100.00%	$0
Academic Enhancement Fund	$13,118,718	$10,517,243	$20,050,000	64.78%	$7,131,282
University-wide Initiatives	$111,235,647	$89,005,118	$222,500,000	49.99%	$111,264,353
University – Unrestricted	$29,532,131	$26,231,105	$0	N/A	$0
Undesignated Funds	$20,441,816	$13,847,776	$2,500,000	100.00%	$0
Other Areas	$579,444	$468,346	$0	N/A	$0
Total	**$367,082,269**	**$302,825,283**	**$500,000,000**	**73.42%**	**$132,917,731**

Commitments by Project – as of Nov. 30, 2009

The Miami University Campaign — For Love and Honor

	Outright gifts & pledges, Face Value Planned Gifts	Outright gifts & pledges, Present Value Planned Gifts	Goal	% Goal Reached	Balance Goal
School of Business Facility	$43,577,125	$36,745,715	$40,000,000	100.00%	$0
Softball Facility	$1,100	$1,100	$500,000	0.22%	$498,900
Yager Stadium Renovation	$5,051,607	$5,051,607	$10,500,000	48.11%	$5,448,393
Ice Arena	$5,913,250	$5,915,250	$5,500,000	100.00%	$0
Hamilton Campus Conservatory	$3,462,415	$12,415	$3,450,000	100.00%	$0
Middletown Campus Center	$1,446,205	$1,438,780	$2,500,000	57.85%	$1,053,795
VOA Learning Center	$35,916	$35,916	$2,000,000	1.80%	$1,964,084
Bicentennial Student Center	$1,912,199	$1,912,146	$80,000,000	2.39%	$78,087,801

Giving by Designation – as of Nov. 30, 2009

Capital	$ 55,612,139
Endowment	$ 226,442,133
Expendable	$ 85,027,997
Total	**$ 367,082,269**

Campaign Monthly Progress

Legend:
- Goal
- Achieved
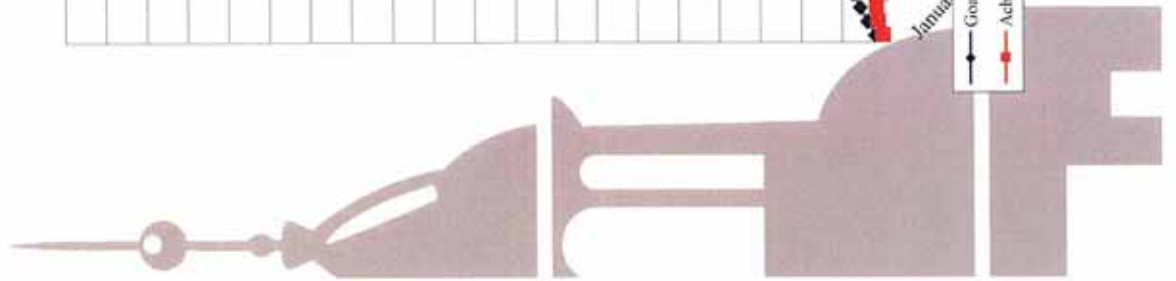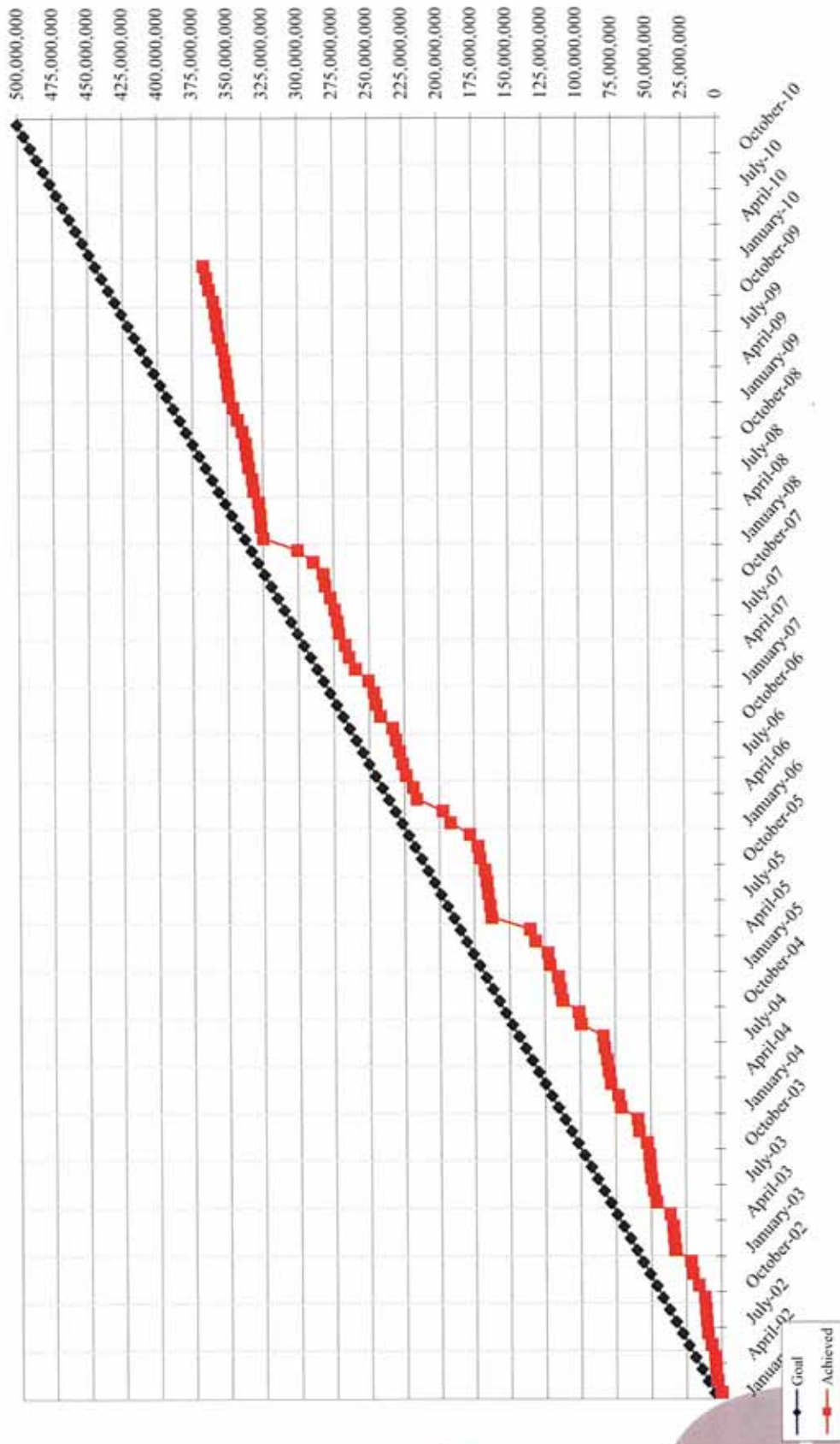
Debra Allison
Interim Vice President, Information Technology
December 11, 2009

Mr. Chairman and Members of the Board,

These quarterly reports generally provide a very high-level view of the activities of IT Services. This quarter, I'd like to give you a more in-depth look at one current project, and its potential impact.

For several years we have heard voices within the academy asking that our e-mail service allow students to keep their muohio.edu e-mail account after they graduate. Associated Student Government, Alumni Relations, Advancement, and many academic departments were seeking ways to develop long-term affinity, as well as easier ways to maintain contact with our alumni and each other. At the same time, IT Services has been seeking ways to reduce the cost of providing basic services.

For our in-house e-mail system to grow by an additional 3500 accounts each year, indefinitely, was unrealistic. However, recent developments in outsourced services or "cloud computing" have provided a realistic solution. As stated in a November 2009 ECAR report, "With two major vendors - Google and Microsoft - providing free student e-mail services, document sharing and a plethora of ancillary features, the lure of outsourcing e-mail has never been stronger."

This summer it was determined that Miami, like several of its fellow Ohio state universities, was ready to make this move and the Lifetime E-Mail project was chartered. To provide a glimpse of IT's project methodology as well as the scope of the Lifetime E-Mail project, the information below is captured from the project management system.

Business need and justification:
The ongoing infrastructure costs of providing e-mail to students can be recovered if this service is out-sourced. High quality e-mail solutions are available from Microsoft and Google at little to no cost. In addition, file storage and other services are also available from these vendors that may be implemented in later projects. These solutions would eliminate the need for Miami to provide students with e-mail and calendaring in addition to disk space and increase the resources that students have available to them while increasing affinity with alumni.

Business Objective(s)
1. Select an external service provider for student e-mail, and calendaring
2. Eliminate the provision of e-mail, and calendaring for undergraduate and non-staff graduate students
3. Provide a support model for student utilization of these external resources

Statement of Work
This project will change Miami's e-mail address structure to one that can support lifetime accounts and migrate current e-mail processes to an external provider that will be selected for implementation. Additional feature provisions will be considered as part of the selection process, but will not be implemented through this project.

Deliverable(s)
1. Selection of external account provider for student lifetime e-mail and recommendation regarding student disk space (to be implemented through a separate project)
2. Legal and security review and signoff of external account provider
3. New e-mail account structure
4. Integration of these external e-mail accounts into existing single-sign-on and account structures
5. Account generation and management of external accounts
6. Migration tools/assistance for existing/past students who wish to convert
7. Communication plan
8. Support plan

Assumption(s)
1. Accounts will need to change structure to facilitate lifetime utility

Boundary(s)
1. Faculty and staff will not be part of this program due to eDiscovery laws. Graduate students are a grey area to explore as part of the project, but staff/teaching graduate students will likely need to be excluded as well.
2. This project will not be implementing file storage or other services, but these services will influence the vendor selection.

Google was chosen as the host for Miami's student e-mail system. Students accepted for admission in the fall of 2010 will be the first to be assigned accounts in the new Miami/Google space - with muohio.edu e-mail accounts that will be theirs for life. Current students will migrate later this spring and alumni will be offered the opportunity to join the Miami/Google domain this summer.

Making the choice to outsource student e-mail will result in a win-win-win situation. Alumni Relations wins by having a majority of alumni reachable at an e-mail address that is known and unlikely to change. Students win because they can have a single e-mail address they can count on using while at Miami and after. IT Services wins because equipment and staff time previously dedicated to maintaining the student e-mail cluster will be available for other university priorities.

Those wins make a compelling case, but the outsourcing of e-mail for Miami, and many institutions around the country, marks the beginning of a significant shift in how IT is provisioned in the future. While in the past it has been important to host services within the University's infrastructure and direct control, advances in security and the growth of pervasive high speed digital networks position us to view outsourcing as a viable option within a broad sourcing strategy. So, while many may say, "It's just e-mail," I contend that this decision is the first step in preparing Miami for a future filled with options and choices. It is an exciting and challenging time.