MIAMI UNIVERSITY
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Miami University
Board of Trustees
Minutes of the Board of Trustees Meeting
Oxford Campus, Marcum Conference Center Rm 180's
Friday, December 13, 2024

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

The meeting was called to order at 9:00 a.m. with Chair Mary Schell presiding. Roll was called with a majority of Trustees present, constituting a quorum. In addition to the Trustees, attending for all or part of the meeting were President Greg Crawford; Provost Liz Mullenix; Senior Vice Presidents Jayne Brownell and David Creamer; Vice Presidents Cristina Alcalde, Rachel Beech, Brad Bundy, Ande Durojaiye, Sue McDowell, Jessica Rivinius, David Seidl, Amy Shoemaker, and Randi Thomas; Director of Executive Communications Ashlea Jones; Associate Vice President Dawn Fahner; Athletic Director David Sayler; Special Assistant to the President Brent Shock; Executive Assistant to the President Dawn Tsirelis, and Ted Pickerill, Chief of Staff and Secretary to the Board of Trustees; along with many others in attendance to assist or observe.

Roll call of Trustees:

Present:	Steve Anderson	Rick McVey (National Trustee)
	Biff Bowman (National Trustee)	Peyton Morrow (Student Trustee)
	Ryan Burgess	Lisa Peterson
	Bill Ebbing	Rod Robinson
	Deborah Feldman	Mary Schell
	Zachary Haines	Mark Sullivan (National Trustee)
	Beth McNellie	
Absent:	Nick McNeil (Student Trustee), Dinesh Paliwal (National Trustee), and Jeff Pegues (National Trustee)	

Public Study Session

Comments from the Public

The Board received comments from the public.

Promotion and Tenure

Provost Mullenix highlighted several of the faculty and librarians being considered for promotion and tenure or continuing contract.

MiamiTHRIVE

Special Assistant to the President Brent Shock and Vice President Ande Durojaiye updated the Board on Miami's strategic plan, MiamiTHRIVE. They provided an efficiency and enrollment update, a progress update, and an update on leading into implementation.

They explained that Phase 1 (environment scan and where to focus) is complete, Phase 2 (strategy and opportunity development) is nearly complete, and Phase 3 (implementation) is beginning.

They informed the Board that the three overarching priorities of the MiamiTHRIVE initiatives are:

- Student-centered transformative ideas
- Unwavering commitment to excellence
- Mission-focused operational efficiency

They also informed the Board nearly 2,000 members of the Miami community have had opportunities for input. They also informed the Board that the Miami community will have additional opportunities to learn more through campus-wide symposiums on March 3, 4, and 10.

Multipurpose Arena

Senior Vice President David Creamer, Vice President Brad Bundy, and Director of Intercollegiate Athletics David Sayler update the Board on a potential event district and multi-purpose arena. AD Sayler provided a history on Millett Hall's use and current condition. When constructed Millett housed one varsity sport, today it houses three, and needs $83M to renovate it to current code, and an additional $50M to create the practice space needed for the three varsity programs.

AD Sayler stated that a new facility, rather than a Millett renovation, would create a new and vibrant space for people to come together and support Miami University in many different ways. The proposed Cook Field location has a large footprint with abundant space and gives the ability to add additional facilities - possibly connection to a potential future hotel and restaurant - essentially creating an events district. Aspects of the site include:

- Close to the North Parking Garage and has the room to add additional parking
- At the intersection of State Route 73 and U.S. 27 will allow for improved control of traffic flow as well as direct entrance and exit from SR 73, which would limit traffic congestion on campus
- Does not require removal of existing buildings
- Better facilitation for concurrent, student-centered activities held in the new arena and other campus events like commencements, concerts, conferences, creative arts performances, career fairs and more
- Close proximity to several campus residence halls, which should promote greater student access and participation at campus events held at the location

Construction at Cook field also preserves the Southwest Quad area as a possible location to meet future and evolving needs for academic facilities.

In developing the Cook Field location, the plan is to relocate its current intramural fields to near where Millett Hall currently stands. With geothermal wells currently being installed in the South Millett lawn, that area could no longer support building construction. However, the resulting green space could support recreation and intramural fields above the wells, making it a solid location for an outdoor sports facility.

VP Bundy then spoke of the fundraising opportunity, and the commitment to seeking donor-funding to help support construction costs of the proposed multipurpose arena.

SVP Creamer then discussed the preliminary cost estimates. The arena and practice facility construction is estimated at $187.7M. Other associated costs would include Millett Hall demolition, the replacement recreational fields, possible parking facilities, and utility improvements.

They concluded by summarizing some of the key advantages of a new multipurpose arena located at Cook Field, stating:

- It avoids large investment in an aging Millett Hall and result in the construction of a more sustainable facility
- It provides the foundation for a potential events district in the heart of campus with a possible hotel, dining and perhaps a conference center, in addition to the arena. The centrally located facility and adjacent amenities would be easily accessed by those on campus and by visitors
- It offers a flexible, large events space for more than just athletic events for example concerts and other performances, nationally recognized speakers, fashion shows, and traditional academic events such as graduations, career fairs, and convocations.

Public Business Session

Approval of Prior Meeting Minutes

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

Consent Calendar

Resolutions on the Consent Calendar, included:

- Emerita/Emeriti
- Campus Naming
- Campus Naming Policy Revisions

Trustee Anderson moved, Trustee Ebbing seconded, and by voice vote the consent calendar was unanimously approved, with all voting in favor and none opposed.

Chair's Comments

Chair Mary Schell relayed the following information:

Good morning. Welcome and thank you for attending today's meeting.

First, I'd like to recognize and acknowledge the service of Trustee Nick McNeil. Unfortunately, Nick cannot be here today, so we are inviting him back for the May meeting to celebrate his tenure. We are deeply appreciative of his dedicated service, and will miss him greatly. We look forward to thanking him in person this May.

Next, a personal thank you to Trustee Haines for his work as a representative of our Board on the selection committee for a proposed new event district and multipurpose arena. Thank you also to David Sayler, David Creamer, and Brad Bundy for their presentation on the proposed event district and arena, and for the service of the entire Site Selection Committee. The arena is another of the MiamiTHRIVE opportunities which will advance Miami University into the future. We are all excited to consider this opportunity, and the energy it will bring to campus, to Oxford, to Butler County, and to the entire Miami Community.

Provost Mullenix, thank you for featuring our incredible faculty and librarians this morning. We are fortunate to have such dedicated faculty and staff who make the Miami experience unique and very special for students, thank you.

Thank you also Brent and Ande. Brent you have served the university, advanced MiamiTHRIVE admirably. and can take pride in knowing how your work on this project - and your whole career here - have really enriched the future of the University.

Through your efforts, more than 1,500 Miamians have engaged with MiamiTHRIVE so far. The committee work has generated over 50 broad ideas that are being reviewed to evaluate the cost-benefit of each, as well as opportunities for synergy and collaboration.

As you've heard, three overarching priorities have emerged after reviewing the committees' proposals:

- Student-centered Transformative Ideas
- Unwavering Commitment to Excellence
- Mission-focused Operational Efficiency

These priorities further the MiamiTHRIVE ambition to prepare students to grow and lead through exceptional lives and dynamic, lifelong career journeys.

Further, Miami completed a comprehensive review of the efficiency of the university, which is projected to result in $13 million to $20 million annually in savings or new income.

Another accomplishment of MiamiTHRIVE is that Miami University has also recently partnered with Cleveland Clinic to advance education in quantum computing and elevate Ohio's global position in this transformative field.

Cleveland Clinic's leadership in biomedical research, combined with its on-site quantum computer, provides an ideal environment for the application of quantum computing to healthcare and life sciences. Miami University students will have the opportunity to develop expertise in both computing and biomedical engineering, biochemistry, and premedical studies.

Miami University will also establish a physical presence adjacent to Cleveland Clinic's main campus, within the Cleveland Innovation District, a unique public-private initiative that brings the State of Ohio and JobsOhio together with Cleveland's healthcare and higher education institutions to create jobs, accelerate research, and educate the workforce of the future. This presence will allow students to intern onsite, and will enhance our partnership and further our shared goals of job creation, research acceleration, and workforce development.

I would also like to share some of Miami's other successes since our last meeting. In December, Miami won the Snoop Dogg Arizona Bowl, with a dominating win over Colorado State, well done to Coach Martin, David Sayler, and the entire RedHawks team.

Men's and Women's Basketball are also sports where the RedHawks are excelling. At the recent One Miami weekend, nearly 8,000 fans packed Millet to watch each team claim victory of the Ohio Bobcats. Both teams are now in the top half of the MAC, and we look forward to their success in the upcoming conference tournament. Go RedHawks!

Miami students and graduates excel off the court as well, and when it comes to producing future leaders, Miami University again ranks among the top institutions in the nation.

Recently Miami was named one of the Best Colleges for Future Leaders 2025 by TIME and Statista, a leading international provider of market and consumer data and rankings.

The university is ranked No. 43 overall and No. 18 among public schools. Miami is the top-ranked school from Ohio on the 125-member list, which also includes Ohio State University (No. 51) and Oberlin College (No. 96) representing the Buckeye State.

TIME and Statista analyzed a diverse sample of 4,000 of "the most influential leaders from various areas in U.S. society," according to the study's methodology. They reviewed resumes from CEO and other C-suite executives in fields ranging from government, nonprofits, sports, and more, to determine the scores and rankings.

Also significant, we offer our congratulations to the Crawford family, as eight-year-old Ivy joined her brother Newton in earning her certification from Therapy Dogs International – congratulations Ivy.

Thank you, that concludes my remarks.

Love and Honor.

Reports

Report of the Chair of University Senate Executive Committee

Chair of the Senate Executive Committee, Associate Professor Rosemary Pennington relayed the following update to the Board:

Miami University senators remain committed to the principles of shared governance at this institution. They are thoughtful stewards of their responsibilities and duties as outlined by the Senate's "Enabling Act." They are concerned about the increasingly difficult challenges higher education faces and they watch closely developments in state and federal law that may impact the student learning experience at Miami.

Senators are actively educating themselves about curricular changes that are taking place here and look forward to learning more about the outcomes of Miami THRIVE. They are ready to engage in that process when curriculum starts coming to the body.

Related to curriculum, a number of student, staff, and faculty senators have raised concerns about the new workload policy that is being put in place for Fall 2025. They are concerned with the speed with which it has been developed and how these changes are going to impact the high-touch, personalized undergraduate learning experience that is central to Miami's mission. Staffing changes impact curriculum. This concern fueled the authoring of two Sense of the Senate resolutions that were passed at our February 10th meeting.

The first of these requests a pause in the implementation of the new workload policy so that the provost might formally present the new policy to Senate. This is meant to facilitate an open dialogue about these changes in the spirit of shared governance. This, the authors believe, is in line with past practice as then-Provost Jeffrey Herbst sought institutional collaboration on revisions to our workload norms with Faculty Assembly and University Senate before they were adopted.

The second Sense of the Senate resolution is also concerned with shared governance: it requests that the charge of the Academic Policy Committee be changed so that it becomes the University Senate space for the review of the university's workload policy. This resolution would task Academic Policy with developing and making recommendations in relation to workload and with creating a formal grievance policy. If this resolution were to pass, Academic Policy would be expected to establish both by January 1, 2026.

Senators take seriously their role in shared governance. They understand its importance to Miami's accreditation with the Higher Learning Commission. These resolutions were authored and passed in the spirit of supporting shared governance, recognizing the institutional and national challenges that Miami faces.

At that same meeting senators learned about new programs coming from the College of Engineering and Computing. Dean Beena Sukumaran presented on the proposed PhD in Engineering and the proposed Master of Engineering. Senate approved these programs at its February 24th meeting.

Finally, University Senate held its winter retreat January 27, 2025. Held at the Lee and Rosemary Fisher Innovation College @Elm, senators received an update on Miami THRIVE from Special Assistant to the President Brent Shock. They also heard an update on the creation of an ad hoc Senate committee to facilitate Miami THRIVE from chair-elect Nathan French. Provost Liz Mullenix led an informal discussion of workload and at the retreat senators were also provided an update on proposed changes to the university attendance policy.

I am proud of the work of this University Senate. Student senators have asked smart and tough questions about issues that directly impact their lives. Faculty and staff senators have come to each meeting prepared, their commitment to Miami evident in the seriousness with which they take their work. University Senate is one of the few places on campus where such a broad constituency can come together to deliberate the most pressing matters facing the institution. They are the embodiment of the Love and Honor ethos Miami grounds itself in. Senate looks forward to collaborating on the work of the university this semester.

Report of the Student Body President

Student Body President Will Brinley relayed the following:

Hello and good morning to all,

I am super excited to be back giving a report on what has already been a busy start to the semester. With the weather finally warming up, there is a lot of momentum building for the rest of the spring.

First, I want to highlight the incredible engagement we're seeing in our student government. Our Student Senate is at its highest level of involvement since pre-COVID—a testament to the work put in to make ASG a more inclusive and engaging space. It's been great to see students eager to get involved and leave their mark on campus.

Since my last report in December, there have already been some meaningful developments. Over winter break, ASG held interviews alongside Peyton and Nick regarding Miami's newest Student Trustee to help prepare them before sending five names off to the governor's office. On that note, I want to take a moment to recognize Nick, who is attending his final meeting today. Over the past two years, he has been a dedicated and thoughtful leader, and I've personally enjoyed getting to know him over my year in office. There is no doubt he has a bright future ahead.

Another internal focus this semester has been evaluating ASG's internal operating budget to ensure we are allocating resources efficiently. This year has been all about growth and leaving the organization better than we found it, and taking a deep dive into our financial practices is a key part of that.

Beyond our internal work, we continue to strengthen collaboration between students and administrators. One way we've done that is through our monthly breakfasts with Provost Mullenix, where Babs and I, alongside Peyton, Nick, and the president of the Regional Student Government, meet to discuss key student issues. A recent highlight was our involvement in the Spring 2025 Student Leadership Summit, where Provost Mullenix facilitated discussions on the

Miami Plan and how it impacts student life, as well as the role of AI in classrooms and coursework, along with other topics that are presenting changes to both higher education and Miami. Seeing the positive impact of both Student Leadership Summits this year has been a great experience, and I've seen firsthand the value they bring to student leaders across campus.

Looking ahead, ASG has several initiatives in motion aimed at enhancing student life, expanding outreach, and fostering a stronger connection between students and the university. A major highlight of the coming semester will be Stress Less Week, which will bring together the Student Counseling Service, the Office of Student Wellness, and the Suicide Prevention Team for a weeklong campaign focused on suicide prevention,

stress management, and well-being. ASG's mental health committee has been heavily involved in planning, and we are working alongside Assistant Vice President of Health and Wellness Steve Large to develop a marquee kickoff event that I hope to share great updates on in May.

Babs and I have also continued work on the Accessibility Map Project—an idea we've had since our campaign—to improve accessibility on campus. We have planned meetings with students and faculty in the coming weeks from both the Computer Science program and the Miller Center to move this project forward in a way that will have a lasting impact.

Academic Affairs has been busy finalizing the Outstanding Professor Awards, expanding outreach to every department on campus, and continuing their pre-finals stress relief event. They have also launched a second library book drive and are gathering student feedback on foreign language courses to improve communication about academic policy changes.

The Communications Committee is working on an ASG Showcase to connect with students and provide more visibility into ASG's role on campus. Our ASG team is also preparing for the Inclusion Forum, a space for important conversations on campus culture and student advocacy.

Governmental Relations has been collecting data on the 2024 presidential election and student voting trends while continuing to promote civic engagement through Democracy Socials. Our Infrastructure and Sustainability Committee is also keeping busy, promoting and supplying water-soluble confetti that dissolves quickly when it comes into contact with water during graduation photo season to support sustainability efforts and help organize Earth Week programming.

One final exciting update—starting tonight, tickets for the next student body president and vice president will officially be allowed to start campaigning. It's surreal to say that, considering it feels like just yesterday that Babs and I made the decision to run for these roles.

As my term as Student Body President begins to wind down, I remain committed to finishing strong. Babs and I set out to support all students from all walks of life, and that mission will continue until our last day in office. With so much happening in higher education and even here on campus, I want to reaffirm my commitment to the power of student leadership and the importance of fostering a campus where students are not only heard but celebrated for both their differences and shared experiences. Lastly, I want to extend a heartfelt thank you to the

administrators and faculty who continuously uplift student leadership and prioritize student voices. Your support has made all the difference.

With love and honor, I conclude my report.

Report from the President

President Crawford began with a moment of silence in memory of three colleagues who had recently passed; Dr. Martha Castaneda, Dr. Phill Alexander, and Dr. Eric Marinich. He then presented to the Board on MiamiRise, Digital Disruption, Higher Education Headwinds, C-Suite Wisdom, MiamiTHRIVE, Athletic Excellence, and Paws and Smile.

He discussed transformative strategies, such as MiamiRISE's Honors College, now ranked as one of the top programs in the nation. He also discussed evolutionary strategies, such as sustainability, and Miami's significate reduction in in carbon emissions. He discussed current investments, such as the partnership with Butler Tech at the Knightsbridge facility, and the synergies to be created within the renovated Bachelor Hall.

President Crawford told the Board of the significate growth in data created, captured, copied and consumed. He also informed them of the progress in artificial Intelligence and its rapid rise to human performance levels. In this area he added Quantum Computing as a third factor of rapid technological change.

Higher Education now faces significant headwinds. Many members of the public question the value of higher education, and the state of Ohio and the nation will soon see fewer high school graduates each year. Higher Education is also challenged by its competitive landscape, the level of state support, rising discount rates, and other factors. Corporate executives can provide advice in addressing such challenges, such as maintaining student-first focus, and the need to engage stockholders. He then spoke of MiamiTHRIVE and the change it will bring to meet the future.

President Crawford next highlighted several examples of athletic excellence including MAC championships, the community building and athletic success of One Miami weekend, the bowl game, academic success of Miami student athletes, and Miami's coaching success.

He concluded with upbeat videos and messages.

Academic and Student Affairs Committee

Report of the Committee Chair

Committee Chair Ryan Burgess relayed the following:

The Academic and Student Affairs Committee met yesterday in Marcum Conference Center. Three resolutions were considered; Promotion and Tenure, along with a Masters and a PHD in Engineering, all are recommended for approval today.

The Committee heard updates from the Vice President for University Communications

and Marketing, the Provost, the University Librarian, the Senior Vice President for Student Life, the Director of Student Counseling Service, and the Vice President for Enrollment Management and Student Success.

The meeting began with updates on University Communications and Marketing from Vice President Jessica Rivinius. She provided an update on recent UCM projects, marketing analysis, the brand campaign, and a focus on marketing to potential graduate students. Some highlights included Paycor Stadium marketing, and the upcoming Cradle of Coaches documentary

Following VP Rivinius, Provost Mullenix and Chris Makaroff provided an update on low enrolled courses and the Global Miami Plan. Provost Mullenix also presented information on the Promotion and Tenure process. Following the Provost, University Librarian and Dean Jerome Conley provided an update on the University libraries. Provost Mullenix presented three resolutions; Promotion and Tenure, a Masters in Engineering, and a PHD in Engineering, all are recommended for approval.

Next, Senior Vice President Jayne Brownell updated the Committee on recent Student Life initiatives and student activities, along with a demonstration of the Wellness website. SVP Brownell was followed by the Director of Student Counseling Service, John Ward, who provided a student mental health presentation, which included information on the results of the student mental health survey, and an update on institutional mental health initiatives.

Vice President for Enrollment Management and Student Success, Rachel Beech, then updated the Committee on applications to date, recruiting and student success. The applications update was quite positive with applications to date running ahead of last year's record number.

Vice President Beech and Vice President Rivinius then joined together to update the Committee on admission rates, providing a context and history. They also provided past admission rates and peer comparisons. It was surprising to learn that, contrary to common perception, Miami's admission rate has been approximately 75% for decades.

The Committee also received several written reports, which will be included in the meeting's minutes.

Thank you, that concludes my report.

Resolutions

Promotion and Tenure

Provost Mullenix spoke in support of the resolution. Trustee Burgess then moved, Trustee Peterson seconded, and by voice vote, the resolution was unanimously approved, with all voting in favor and none opposed.

Engineering Master's Degree

PhD in Engineering

The two new degrees were considered in a single vote (Masters in Engineering; and a PhD in Engineering). Provost Mullenix spoke in support of the resolutions. Trustee Peterson then moved, Trustee Burgess seconded, and by voice vote, the resolutions were unanimously approved, with all voting in favor and none opposed.

Finance and Audit Committee

Report of the Committee Chair

Committee Chair Mark Sullivan relayed the following:

Madam Chairperson and Members of the Board of Trustees:

The Finance and Audit Committee met yesterday at the Marcum Conference Center. The Committee considered five resolutions and received several reports during the meeting. All five resolutions are recommended for approval later in today's meeting.

Following the approval of the minutes from the prior meeting, the meeting began with a presentation by Vice President Bundy on the billion-dollar campaign. The campaign raised over $106 million for the year ending in December, bringing the campaign total to almost $747 million. Last year was the most successful fundraising year in the history of Miami University. Vice President Bundy and the entire Advancement team are to be congratulated for their achievement and the positive impact the campaign continues to have on Miami and our students.

Associate Vice President Powell provided the committee with a brief update on current construction projects, and also reviewed with the committee the first three resolutions for its consideration. The first resolution is a multi-year renovation of Morris, Emerson and Tappan halls. The $15.2 million project will be completed this summer since it isn't possible to meet the current student demand for housing and remove one or more buildings from service during the academic year. The renovation of these three halls will continue for two additional summers.

The second facility resolution is for the construction of two solar arrays on the Western Campus. The $4.25 million project will be completed by the beginning of the new academic year and is made possible by a very generous gift from Sharon and Graham Mitchell. Miami University is deeply grateful to the Mitchells for both their dedicated service to the university and their generosity. As most of you know, Sharon is a past chair of both the Board of Trustees and the Foundation's Board of Directors. And Graham has served on the College of Engineering and Computing's advisory board, the National Campaign steering committee and is a former recipient of "conservationist of the year."

The final facility project considered yesterday is for the renovation of about 20,000 square feet in the Knightsbridge building located on the Hamilton Campus. A $5 million grant provided by Butler County will fund the cost of the renovation and prepay a full-service lease for 20 years. The space is to be occupied by Ohio Means Jobs.

The remaining two resolutions were initially considered by the Investment Subcommittee and then approved by the full committee later in the day. The first is to modify the investment policy to make it clear that recent legislative requirements are being followed for all investment decisions and such decisions are not guided by social or environmental goals to the detriment of the investment performance and Miami's fiduciary responsibilities to the donor. The final resolution is to modify how the Farmer School of Business Quasi-Endowment for Faculty Excellence can be used. At the request of Dean Darroch, the proposed changes would permit the annual distribution to also be used for staff salaries whose role and responsibilities directly benefit students. Both investment related resolutions were recommended by the committee for approval later in today's meeting.

The committee also received a report from Senior Vice President Creamer on planning for the 2026 budget. The new year budget is still in the early stages of the process, and the committee will receive a more complete update at its May and June meetings when more is known about the fall class and the State of Ohio's adopted budget. Dr. Creamer also updated the committee on the execution of some of the budget objectives established as part of the Bain engagement last year.

Finally, the Committee also received information reports on the Workday project and university insurance.

Madam Chairperson, that concludes the report for the Finance and Audit Committee.

Resolutions

Emerson, Morris, and Tappan Halls

Western Campus Solar Field

Knightsbridge Renovation

The three facilities resolutions were considered in a single vote (Emerson, Morris, and Tappan Halls; Western Campus Solar Field; and Knightsbridge Renovation). Senior Vice President Creamer spoke in support of the resolutions. Trustee Haines then moved, Trustee Anderson seconded, and by voice vote, the resolutions were unanimously approved, with all voting in favor and none opposed.

Non-Endowment Funds Policy Revision

FSB Faculty Excellence Quasi-Endowment Revision

The two endowment and investment resolutions were considered in a single vote (Non-Endowment Funds Policy Revision; and FSB Faculty Excellence Quasi-Endowment Revision). Senior Vice President Creamer spoke in support of the resolutions. Trustee Peterson then moved, Trustee Anderson seconded, and by voice vote, the resolutions were unanimously approved, with all voting in favor and none opposed.

Student Trustee Reports

Student Trustee McNeil was unable to attend, Student Trustee Morrow relayed the following:

Thank you, Chair Schell,

As another semester gets underway, I'm happy to provide you all with an update on what Nick and I have been up to, following our reports in December. At the beginning of February, Nick and I had the privilege of once again attending the Provost's student leadership summit. At the well-attended summit, students were briefed by the Provost about the state of the university, ongoing strategic planning efforts, and the potential impacts of pending state and federal bills. Students were also invited to share their feedback on how the Miami plan has benefitted their academic journey, as well as potential improvements that could be made. For students, myself included, the meaning and benefits of a liberal arts education can, at times, get lost in the day to day balancing act of busy class loads and extracurricular commitments. However, the stories of the Miami plan class that caused a student to add a co-major or minor in a field of study that they weren't previously interested in, or that caused a student to choose a new major entirely, gave myself and others in the room a renewed sense of why a liberal arts education is necessary and important. Finally, the leadership summit ended with a conversation about AI and its uses in the classroom. I hope that these are just the beginnings of our conversations about AI, as we seek to better understand it, its potential uses, and the impacts that it will have on all current and future students moving forward. As always, we thank the Provost for taking the time to host this event, which has always been a great opportunity for Nick and I to learn more about the concerns of the student body,

Yesterday's presentations from student life touched heavily on student mental health and wellbeing, so I won't drive home those points any farther except to say that my work serving on the Student Wellness Advisory Group has continued into this semester and we are moving forward at a rapid pace to meet our goals. A few weeks ago, the advisory group had the opportunity to provide input on marketing materials for the rollout campaign of the Wellness Navigator site which we all saw yesterday. The advisory group also began brainstorming possible events to be held during the spring semester.

From past reports, you may recall the Constructive Dialogue program, which ran as a pilot program here at Miami last spring. The course teaches participants to communicate across differences, find common ground while working through disagreements, and maintain mutual respect for others, despite our diverse viewpoints. As a continuation of this program, eight students will now be getting certified as Constructive Dialogue facilitators, enabling them to lead discussions at a variety of events across campus. As this program continues to grow across our campus at such a pivotal time, I look forward to seeing its positive impacts, and thank the OTIE and ASPIRE offices for their continued support of this project.

At the December meeting, you may recall that Nick spoke briefly about the voter engagement survey that he was working on, along with other student leaders in Associated Student Government. On Nick's behalf, I would only share that the full results of the survey will be released in March with a summary being prepared in time for the May meeting. The survey is

looking at metrics such as student voter turnout, age, gender, major, and method of voting.

At this point, I had planned to deliver my many thanks to Nick, but that will have to wait until the May meeting. At this time, I have not been made aware of Nick's successor, but regardless of whether or not I have a sidekick, a busy and productive spring semester is sure to ensue.

With love and honor, this concludes my report

Other Business

None

Executive Session

Trustee Haines moved, Trustee McNellie seconded, and by unanimous roll call vote, with nine voting in favor and none opposed, the Board convened to Executive Session to consult with counsel, review pending litigation, for matters required to be kept confidential - trade secrets, for preparations for negotiations with public employees, and for personnel matters the appointment, employment and compensation of public employees, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

Return to Public Session

Other Business

Designation of Cook Field as the Proposed Event District and Multipurpose Arena location

The Board considered the location for the proposed event district and multipurpose arena. Trustee Ebbing moved, Trustee Peterson seconded, and by unanimous voice vote with all voting in favor and none opposed, the Board approved Cook Field as the site location for the continuing Design Phase of the proposed multipurpose arena.

Adjournment of Meeting

With no other business to come before the Board, Trustee Feldman moved, Trustee Ebbing seconded and by unanimous voice vote, with all voting in favor and none opposed, the Board adjourned at 1:30 p.m.

Written Reports

None

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

Promotion and Tenure Recommendations

Board of Trustees meeting
February 28, 2025

MIAMI UNIVERSITY

Candidates for Promotion to Associate Professor with Tenure

Sara Arter
Mithun Bhowmick
Jason Boock
Allison Farrell
Jeffrey Hunger
Elizabeth Hutton
Jeffrey Kruth
Imran Mirza
Ally (Laila) Murphy
Tricia Neu
Paul Reidy
Sujay Sabnis
Matthew Schwieterman
Zhe (Jay) Shan
Jingjuan She
Sydney Shu
Anne Whitesell
Yibo (James) Zhang

Candidates for Promotion to Full Professor

Elena Albarran
Katherine Batchelor
Dawn Blitz
William Brink
Joomi Chung
Caleb Eckhardt
Mack Hagood
Elisabeth Hodges
Tracey Hoffman
Paul James
Kelly Knollman-Porter
Jeff Kuznekoff
Hongmei Li
Xi Liu
Joel Malin
Pascal Massie
Beth Miller
Rosemary Pennington
Brody Ruihley
Lindsay Schakenbach Regele
Kyle Timmerman
David Woods

Candidates for Promotion to Associate Librarian with Continuing Contract

Kristen Adams
Laura Birkenhauer
Cara Calabrese
Sarah Nagle
Meng Qu
Jaclyn Spraetz

Mithun Bhowmick

Candidate for promotion to Associate Professor with Tenure

Department of Mathematical and Physical Science
College of Liberal Arts and Applied Science

Joined Miami in 2019 as an Assistant Professor

Ph.D., Physics, Virginia Tech University

Joomi Chung

Candidate for promotion to Full Professor

Department of Art
College of Creative Arts

Joined Miami in 2005 as an Assistant Professor
Promoted to Associate Professor with Tenure in 2011

M.F.A., Painting and Printmaking, University of Massachusetts

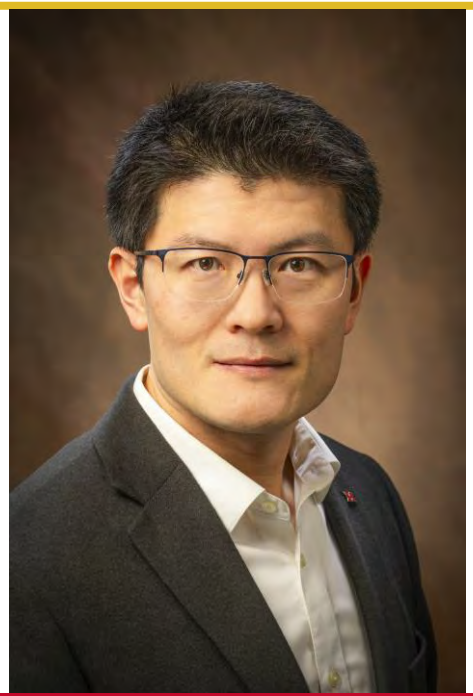
Xi Liu

Candidate for promotion to Full Professor

Department of Finance
Farmer School of Business

Joined Miami in 2017 as an Assistant Professor
Promoted to Associate Professor with Tenure in 2021

Ph.D., Finance, University of South Florida



Meng Qu

Candidate for promotion to Associate Librarian with Continuing Contract

Department of Web Services/Web Design
University Libraries

Joined Miami in 2018 as an Assistant Librarian

M.A., Library and Information Studies, University of Wisconsin

Lindsay Schakenbach Regele

Candidate for promotion to Full Professor

Department of History
College of Arts and Science

Joined Miami in 2015 as an Assistant Professor
Promoted to Associate Professor with Tenure in 2021

Ph.D., History, Brown University

Paul Reidy

Candidate for promotion to Associate Professor with Tenure

Department of Kinesiology, Nutrition, and Health
College of Education, Health, and Society

Joined Miami in 2019 as an Assistant Professor

Ph.D., Biomedical Science, University of Texas

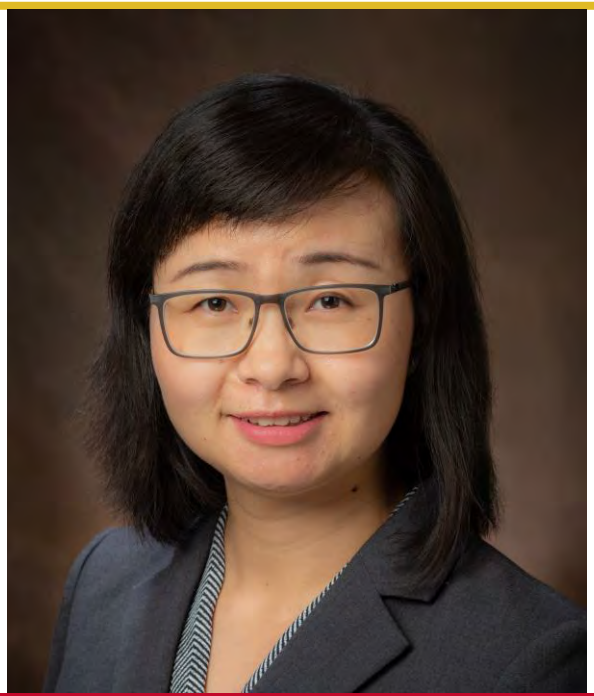
Jinjuan She

Candidate for promotion to Associate Professor with Tenure

Department of Mechanical and Manufacturing Engineering
College of Engineering and Computing

Joined Miami in 2019 as an Assistant Professor

Ph.D., Mechanical Engineering, Iowa State University



February 2025

MiamiTHRIVE Update

MIAMI UNIVERSITY

Agenda

- **Efficiency & enrollment update**
- **Progress update**
- **Leading into implementation**

Efficiency & Enrollment Update

Sponsor: Dr. Creamer

Progress Update: Operational Improvement (OI) update (1/2)

PROGRESS UPDATE | OI

Status: Complete | Not started | On-track | At-risk of delay | Delayed

Workstream	Lead	Status	Key Achievements	Next Steps	Topics for input (if any)
Procurement	Mark Taylor	On-track	• Commodities Selected, committee convened	• Finalizing Report	• Tolerance for Restrictions
		On-track	• Payment Terms		• Ohio Law Requirements
Facilities	Cody Powell	On-track	• 12 Possible Building Closures	• Three Completed	• Politics of Building Closures
		On-track	• Eliminate Floor Crew	• Train Custodians	• Reduction in Appearance
		Complete	• Eliminate Nightly Locking of Doors	• In Implementation	• Building Security
		Complete	• Eliminate All Office Cleaning	• Not Proceeding	• Impact on Office Staff
		Complete	• Install Hand Dryers All Bathrooms	• Not Proceeding	• None
		On-track	• Monetize Parking for Solar Invest.	• Finalizing Recommendation	• Higher Parking Costs
		On-track	• Additional Opportunities	• In Progress	• In the Future
Athletics	David Sayler	Complete	• Add Non-Scholarship Sports	• Not Recommended	• Title IX Implications
		Complete	• Increase Rosters Absent Sch.	• Not Recommended	• Title IX Implications
		Complete	• Reduce Men's Scholarships	• Not Recommended	• Competitiveness
Instruction	Provost Mullenix	Complete	• Evaluate Early Retirement Prog.	• Not Financially Viable	• STRS Not Possible
		On-track	• Faculty Workload	• Planning Near Completion	
		On-track	• Improve Academic Program Analysis	• New Model Completed	• Tool Under Review

Sponsor: Dr. Creamer

Progress Update: Operational Improvement (OI) update (2/2)

PROGRESS UPDATE | OI

Status: Complete | Not started | On-track | At-risk of delay | Delayed

Workstream	Lead	Status	Key Achievements	Next Steps	Topics for input (if any)
Human Resources	Dawn Fahner	On-track	• Consolidate HR Functions	• Temp Reorg Implemented, Consultant Report Completed	• Placement in the University
		On-track	• Eliminate Software Products	• Implemented	• None
Auxiliary	Powell/ Woodruff	Complete	• Increase Upper Classroom Occup.	• Accomplished for Fall 2024	• Future Growth
		On-track	• Convert Martin Hall to Ghost Kitchen	• Fall 2025	• Student Impact
Finance	Ellis/ Morrison/ Carpenter	Complete	• Reorganize Central Accounting	• Completed	• None
		On-track	• Reorganize Auxiliary Shared Ser.	• In Process	• None
		Complete	• Evaluate Budget Model	• Completed	• Reorganization/Allocation Model
		Complete	• Evaluate Other Shared Services	• Complete Workday	• Develop Proposals

Status Update: Enrollment strategy update (1/2)

Sponsors: Jessica Rivinius, Rachel Beech

PROGRESS UPDATE | ENROLLMENT STRATEGY

Status: Complete | Not started | On-track | At-risk of delay | Delayed

Workstream	Lead	Status	Key Achievements	Next Steps	Topics for input (if any)
ROI & Outcomes	UCM	On-track Complete Complete	• Developed grad rate one-pager with comparative data • Launched "Pride Points" suite of projects (video, talk points, web page) • Identified web pages to update w/ ROI/outcome messaging	• Complete Pride Points projects • Update web pages (ongoing, but complete by F25 to align with recruitment cycle) • Continued Improvements/Updates to Departmental Pages	
Segmentation & Personalization	UCM	On-track On-track On-track On-track	• Commissioned Parent/Student Perception Study • Expanded use of Carnegie Clarity tool • Added marketing-specific question to student questionnaire • Launched Beta of Custom Web Views	• Analyze Data/Results • Analyze Yield Data by Audience Segment • Analyze Student Questionnaire Data	
New Geographies	EMSS	Complete	• Hired in-country representative • Launched Master of Computer Science comprehensive campaign; • CEC launched two new programs • Completed 3rd party assessment of market position and current efforts	• Launch comprehensive campaigns for new CEC programs • Implement recommendations	

Status Update: Enrollment strategy update (2/2)

Sponsors: Jessica Rivinius, Rachel Beech

PROGRESS UPDATE | ENROLLMENT STRATEGY

Status: Complete | Not started | On-track | At-risk of delay | Delayed

Workstream	Lead	Status	Key Achievements	Next Steps	Topics for input (if any)
Grad and Online Marketing	UCM	✓	• Developed formula to calculate projected spend based on number of applicants	• Continue redeveloping and expanding use of program-specific marketing plans (including assets, talking points) - to be used in collaboration with divisions/departments as single source of truth for program marketing.	
		On-track	• Established monthly meetings with associate deans to prioritize programs and monitor marketing campaigns		
		On-track	• Incorporated data on career prospects from US Bureau of Labor Statistics in program-specific emails and webpages		
		✓	• Implemented Program Specific Marketing		
		✓	• Launched Miami Online Website & Implemented New Marketing		
Oxford & Regionals Alignment	EMSS/UCM	✓	• International Efforts Now Combined. Overall Singular Strategy Set & Moving Forward		
Campus Visit Experience	EMSS	On-track	• Implemented programming changes at large events;	• Develop short course /training program for faculty staff	
		On-track	• Conducted assessment of information session	• Develop marcomm plan for disseminating	

Progress Update

MiamiTHRIVE Phases

Current phase

Phase 1: Environmental scan and where to focus
(Nov. 2023 – Mar. 2024)

- *4 broad working groups to gather / generate ideas (~50 members)*
- Environmental scan
- Potential long-term ambition for Miami
- Areas of potential opportunity
- ~400 members of Miami community engaged for ideas and feedback

Phase 2: Strategy and opportunity development
(Apr. – Spring 2025; phased rollout)

- *~19 working groups formed & focused on the opportunity areas and Miami strengths identified in Phase I*
- Phased launching of working groups (April/July/September)
- Review of strategies and plans, including prioritization & resource allocation of priority initiatives
- Continued input & community feedback

Phase 3: Implementation
(~Spring 2025 onwards)

- Iterative refinement of opportunity areas and initiatives
- Initiative launch and implementation

Opportunity area update: Working groups mobilization and onboarding

TEAM UPDATES

Status: ✓ Complete | Not started | On-track | At-risk of delay | Delayed / PRELIMINARY

Opportunity area			Onboarding			Key deliverables				
#	Team	Chair(s)	Kick-off	Onboarding	Recurring cadence set	Charter soft deadline	Charter hard deadline	Initiative plan soft deadline	Initiative plan hard deadline	Current status of team
1	**Build lifelong skills**	Jennifer Benz (Staff) Elizabeth Hoover (Faculty)	✓	✓	✓	6/10/24	6/28/24	8/16/24	9/6/24	Charter in-process
2	**Expand experiential learning**	Adam Beissel (Faculty) Artie Kuhn (Faculty)	✓	✓	✓	6/10/24	6/28/24	8/16/24	9/6/24	Charter in-process
3	**Develop partnership ecosystem & urban bridges**	Lee Weldon (Staff) Colleen Bush (Staff)	✓	✓	✓	6/10/24	6/28/24	8/16/24	9/6/24	Charter in-process
4	**Market and communicate value proposition**	Jessica Rivinius (Staff) Jen O'Brien (Staff)	✓	✓	✓	6/10/24	6/28/24	8/16/24	9/6/24	Charter in-process
5	**Strategically leverage the regional campuses**	Ande Durojaiye (Staff) Bethany Perkins (Staff)	✓							Wave 2 starts July
6	**Strengthen student exp. & support growing segments**	Jayne Brownell (Staff) Amy Bergerson (Staff)	✓							Wave 2 starts July
7	**Increase academic flexibility & interdisc. pathways**	John Weigand (Faculty)	✓							Wave 3 starts September
8	**Grow programs in high-demand fields**	Stephanie Nicely (Faculty) Michael Crowder (Faculty)	✓							Wave 3 starts September
9	**Develop ecosystems in rsch/scholarship**	Rick Page (Faculty) Katy Abbott (Faculty)	✓							Wave 3 starts September
10	**Reset the cost of attendance**	Dr. Creamer (Staff) Rachel Beech (Staff)	✓							Wave 3 starts September

Opportunity area update: Working groups mobilization and onboarding

TEAM UPDATES

Status: ✓ Complete | Not started | On-track | At-risk of delay | Delayed

Opportunity area			Onboarding			Key deliverables				
#	Team	Chair(s)	Kick-off	Onboarding	Recurring cadence set	Charter soft deadline	Charter hard deadline	Initiative plan soft deadline	Initiative plan hard deadline	Current status of team
1	**Build lifelong skills**	Jennifer Benz (Staff) Elizabeth Hoover (Faculty)	✓	✓	✓	✓	✓	✓	✓	Under review by IEC
2	**Expand experiential learning**	Adam Beissel (Faculty) Artie Kuhn (Faculty)	✓	✓	✓	✓	✓	✓	✓	Under review by IEC
3	**Develop partnership ecosystem & urban bridges**	Lee Weldon (Staff) Colleen Bush (Staff)	✓	✓	✓	✓	✓	✓	✓	Under review by IEC
4	**Market and communicate value proposition**	Jessica Rivinius (Staff) Jen O'Brien (Staff)	✓	✓	✓	✓	✓	✓	✓	Under review by IEC
5	**Strategically leverage the regional campuses**	Ande Durojaiye (Staff) Bethany Perkins (Staff)	✓	✓	✓	9/18/24	9/30/24	11/6/24	11/26/24	Initiative plan in-process
6	**Strengthen student exp. & support growing segments**	Jayne Brownell (Staff) Elise Radina (Staff)	✓	✓	✓	✓	9/30/24	11/6/24	11/26/24	Initiative plan in-process
7	**Increase academic flexibility & interdisc. pathways**	John Weigand (Faculty) Drew Reffett	✓	✓	✓	10/18/24	11/1/24	12/9/24	12/20/24	Initiative plan in-process
8	**Grow programs in high-demand fields**	Stephanie Nicely (Faculty) Michael Crowder (Faculty)	✓	✓	✓	10/18/24	11/1/24	12/9/24	12/20/24	Initiative plan in-process
9	**Develop ecosystems in rsch/scholarship**	Rick Page (Faculty) Katy Abbott (Faculty)	✓	✓	✓	10/18/24	11/1/24	12/9/24	12/20/24	Initiative plan in-process
10	**Reset the cost of attendance**	Dr. Creamer (Staff) Rachel Beech (Staff)	✓	✓	✓	10/18/24	11/1/24	12/9/24	12/2024	Initiative plan in-process

Opportunity area update: Working groups mobilization and onboarding

TEAM UPDATES

Status: ✓ Complete | Not started | On-track | At-risk of delay | Delayed

Opportunity area			Onboarding			Key deliverables				
#	Team	Chair(s)	Kick-off	Onboarding	Recurring cadence set	Charter soft deadline	Charter hard deadline	Initiative plan soft deadline	Initiative plan hard deadline	Current status of team
1	**Build lifelong skills**	Jennifer Benz (Staff) Elizabeth Hoover (Faculty)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in final stage
2	**Expand experiential learning**	Adam Beissel (Faculty) Artie Kuhn (Faculty)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in final stage
3	**Develop partnership ecosystem & urban bridges**	Lee Weldon (Staff) Colleen Bush (Staff)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in final stage
4	**Market and communicate value proposition**	Jessica Rivinius (Staff) Jen O'Brien (Staff)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in final stage
5	**Strategically leverage the regional campuses**	Ande Durojaiye (Staff) Bethany Perkins (Staff)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in final stage
6	**Strengthen student exp. & support growing segments**	Jayne Brownell (Staff) Elise Radina (Staff)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in final stage
7	**Increase academic flexibility & interdisc. pathways**	John Weigand (Faculty) Drew Reffett	✓	✓	✓	✓	✓	✓	12/20/24	Initiative plan in-process
8	**Grow programs in high-demand fields**	Stephanie Nicely (Faculty) Michael Crowder (Faculty)	✓	✓	✓	✓	✓	✓	12/20/24	Initiative plan in-process
9	**Develop ecosystems in rsch/scholarship**	Rick Page (Faculty) Katy Abbott (Faculty)	✓	✓	✓	✓	✓	✓	12/20/24	Initiative plan in-process
10	**Reset the cost of attendance**	Dr. Creamer (Staff) Rachel Beech (Staff)	✓	✓	✓	✓	✓	✓	12/2024	Initiative plan in-process

Opportunity area update: Working groups mobilization and onboarding

TEAM UPDATES

Status: ✓ Complete | Not started | On-track | At-risk of delay | Delayed

Opportunity area			Onboarding			Key deliverables				
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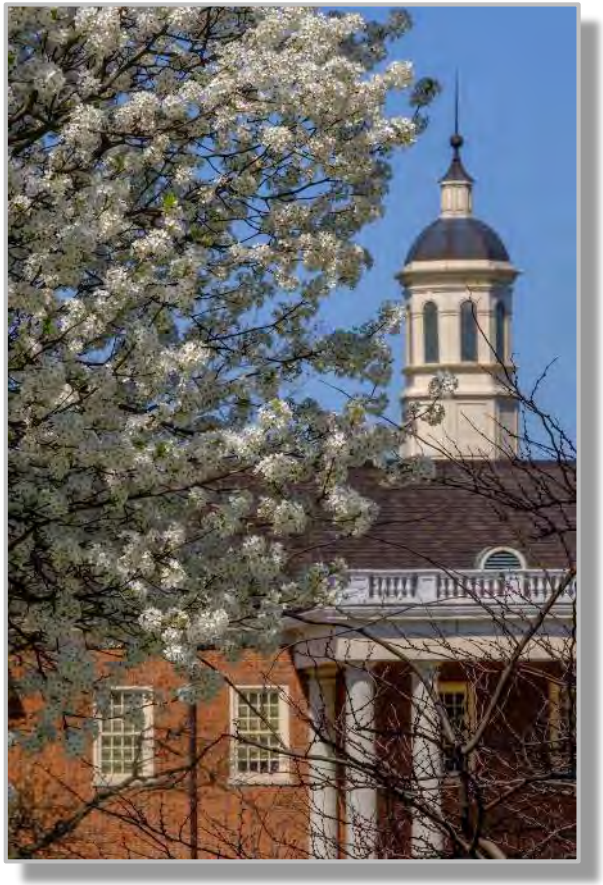
2	**Expand experiential learning**	Adam Beissel (Faculty) Artie Kuhn (Faculty)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in-process
3	**Develop partnership ecosystem & urban bridges**	Lee Weldon (Staff) Colleen Bush (Staff)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in-process
4	**Market and communicate value proposition**	Jessica Rivinius (Staff) Jen O'Brien (Staff)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in-process
5	**Strategically leverage the regional campuses**	Ande Durojaive (Staff) Bethany Perkins (Staff)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in-process
6	**Strengthen student exp. & support growing segments**	Jayne Brownell (Staff) Elise Radina (Staff)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in-process
7	**Increase academic flexibility & interdisc. pathways**	John Weigand (Faculty) Drew Reffett	✓	✓	✓	✓	✓	✓	✓	Initiative plan in-process
8	**Grow programs in high-demand fields**	Stephanie Nicely (Faculty) Michael Crowder (Faculty)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in-process
9	**Develop ecosystems in rsch/scholarship**	Rick Page (Faculty) Katy Abbott (Faculty)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in-process
10	**Reset the cost of attendance**	Dr. Creamer (Staff) Rachel Beech (Staff)	✓	✓	✓	✓	✓	✓	✓	Initiative plan in-process

Key Progress

- Committees 5-10 finished their review with the Initiative Endorsement Committee last week

  Leverage Regional Campuses
  Strengthen Student Experience
  Increase Academic Program Flexibility
  Grow Programs in High Demand Fields
  Research & Scholarship
  Reset the Cost of Attendance



Community Engagement

- 51 Total Opportunities
  - Deans & PEC Retreat – 1/8
  - University Libraries – 1/15
  - Regionals CLAAS update – 1/16
  - University Senate retreat – 1/27
  - CEC Divisional update – 1/28
  - EHS Divisional update – 1/31
  - Foundation Board – 2/5
  - Video & written communications
- THRIVE Committee Chairs
  - Honored on 2/1 @ Miami One basketball game

Nearly 2,000 people have had opportunities for input!

Leading into Implementation

Upcoming Priorities

Campus-Wide THRIVE Symposiums

March 3
(3:30-5:00 pm)

- Grow Programs in High Demand Fields

March 4
(3:30-5:00 pm)

- Developing Ecosystems of Excellence in Research
- Strengthen the Student Experience & Support Growing Student Segments

March 10
(3:30-5:00 pm)

- Leveraging the Regional Campuses
- Reset the Cost of Attendance

Three Overarching Priorities of Initiatives

Student-centered transformative ideas

Unwavering commitment to excellence

Mission-focused operational efficiency

Leading into Implementation

- Combining initiatives
- Configuring cost / benefit analysis, to include non-financial benefits
- Creating decision framework for greenlighting initiatives:
  - Students first
  - Student success
  - Student experience
  - Miami reputational enhancement

Leading into Implementation

- Creating decision framework for greenlighting initiatives (con't):
  - Responding to market demand
  - Future success of Miami – laying the foundation for tomorrow's growth (future back approach)
  - Ensuring sustainable budget model
  - Quick wins and must-do's

Concluding Thoughts

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Thank you.
MiamiTHRIVE@MiamiOH.edu

February 2025

New Multipurpose Arena

MIAMI UNIVERSITY

New Multipurpose Arena – Current Millett Hall Challenges

- Millett Hall, built in 1968, is approaching its 60th year hosting Miami Athletics events and other campus/community events.
- Although Millett Hall has seen many milestone accomplishments, many challenges have overshadowed the Millett success.
- When Millett Hall was built Miami University only played 1 varsity sport in it - which was Men's Basketball (1st year in 1905).
- Volleyball became a varsity sport in 1974 and Women's Basketball did the same in the 1974-1975 season.
- Miami Athletics has made the most of space limitations for years that have too often prevented student-athletes from accessing resources they need - even during their competitive seasons.

New Multipurpose Arena – Current Millett Hall Challenges

- The indoor track and open space around the court are less than ideal from a fan perspective and combined with the seating bowl rake being extremely wide, it does not allow for an intimate experience for the fans.
- Additionally, challenges with systems operations and maintenance, ADA codes and modernizing the fan experience, are all aspects that Millett currently faces, and a new multi-purpose facility with adequate space would address.
- Renovating Millett to just get it up to code would cost $83 million and it would cost an additional $50 million to create the practice space needed for 3 varsity programs today - and the cost will continue to increase until it is addressed.
- Goal is for our 3 varsity athletic programs to have their own space that they can access any time that fits within their schedule.
- This will also create the opportunity to hold even more events inside the facility, including more that are not athletics related, since the teams practice schedules will not be interrupted.
- Creating a new and vibrant space for people to come together and support Miami University in many different ways can be achieved through this project.


MIAMI
BASKETBALL


PEPSI
adidas
Realtree Love & honor
MIAMI
RedHawks


MIAMI
VOLLEYBALL
HOME
VISITORS
6:44

New Multipurpose Arena – Why Cook Field

- The site has a large footprint with abundant space and gives the ability to add additional facilities, including connection to potential future hotel and/or restaurants.
- The site is close to the North Parking Garage and has the room to add additional parking.
- The location at the intersection of State Route 73 and U.S. 27 will allow for improved control of traffic flow as well as direct entrance and exit from SR 73, which would limit traffic congestion on campus.
- The space would not require removal of existing buildings.
- The Southwest Quad area can be preserved as a possible location to meet our future and evolving needs for academic facilities.

New Multipurpose Arena – Why Cook Field

- The Cook Field site provides better facilitation for concurrent, student centered activities held in the new arena and other campus events like commencements, concerts, conferences, creative arts performances, career fairs and more.
- The location is in close proximity to several campus residence halls, which should promote greater student access and participation at campus events held at the location.
- In developing the Cook Field location, the plan is to relocate its current intramural fields to near where Millett Hall currently stands.
- The current Millett site has been identified for Geothermal well installation in support of the university's commitment of carbon neutrality by 2024. Once installed, they will prevent building construction on the ground above them. Developing green space for recreation and intramural fields above the wells is a great fit for the future conditions of the space.
- We want to create something very special for students – with their input and involvement – in the Millett Hall location.

New Multipurpose Arena - Impact

- As innovative, student-first ideas and programming move forward from the MiamiTHRIVE strategic planning process, Miami is prioritizing these and other projects that directly benefit students and the community by supporting a vibrant and reinvigorated campus experience, as well as those that strengthen the local economy.

- Focus will be to make this a student-centered project first and foremost, and that will drive design and amenity choices including a focus on building the nicest basketball student section seating + student club areas in the country.

- The proposed site opens up direct access for fans across Butler County to come into Oxford and experience being a part of this vibrant campus.

- A new, conveniently located multi-purpose event center and arena embodies these goals and spirit.

Multipurpose Arena and Related Projects

Cost Category	Preliminary Cost Estimate (Millions)	Comments
Arena and Practice Facility Construction Cost	$187.7	Estimate includes escalation costs for inflation during the period of design and contingency.
Other Projects' Costs:		
Millett Demolition and Site Restoration	$6.6-$8.3	Estimate includes a 20% contingency due to the depth and size of the site that needs to be restored.
Replace Rec Field	$9.9-$13.2	A significant portion of this cost will be offset by other projects already funded.
Parking	$3.0 -$18.5	Large variance given the uncertainty about the need for surface or garage parking.
Utility Improvements	$1.5-$6.0	Cost estimate needs to be refined to determine if redundancy needs to be incorporated into the utility infrastructure serving this area of campus.

Miami University
Offsets for Arena Project
FY2026 – FY2028 Debt Reduction or New Money

Purpose	FY2025 Debt Service	FY2026 Repurposed	FY2027 Repurposed	FY2028 Repurposed	Total Repurposed
Academic Buildings	$14,278,044	$2,051,388		$3,550,447	$5,601,835
Voice of America	427,884	0		214,750	214,750 [1]
ICA/Shriver	324,270	324,270		0	324,270
Goggin Ice Center	1,687,057	1,000,000		0	1,000,000 [2]
Subtotal	**$16,717,255**	**$3,375,658**		**$3,765,197**	**$7,140,855**
Investment Earnings Growth	0	0	6,000,000	0	6,000,000
Total	**$16,717,255**	**$3,375,658**	**$6,000,000**	**$3,765,197**	**$13,140,855**

[1]Excludes Regional Campuses

[2]Balance of savings to be used for Ice Arena Renewal

New Multipurpose Arena
Other Benefits

- Would avoid a very large investment in an aging Millett Hall and result in the construction of a more sustainable facility.

- Would provide the foundation for an events district in the heart of campus with a hotel, dining and potentially a conference center, in addition to the arena. The centrally located facility and adjacent amenities would be easily accessed by those on campus and by visitors.

- Would offer a flexible, large events space for more than just athletic events such as concerts, other performances, nationally recognized speakers, fashion shows, and traditional academic events such as graduations, career fairs, and convocations.

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WWW.MIAMIOH.EDU

February 28, 2025
Consent Calendar

RESOLUTION R2025-23

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

Addie Rosenthal
Senior Director of Communications

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

Michael Dobias
Manager of Operations, Building & Special Services

Approved by the Board of Trustees
February 28, 2025

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

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February 28, 2025
Consent Calendar

RESOLUTION R2025-24

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

Marchia G. Williams Study Room
Located in King Library

Don and Cathy Sinko Clinical Technology Exploration Laboratory
Located in the Clinical Health Sciences and Wellness Building

Approved by the Board of Trustees
February 28, 2025

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

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February 28, 2025
Consent Calendar

RESOLUTION R2025-25

WHEREAS: Resolution ~~R2017-13~~R2023-02 addressed the composition and appointment of the Committee on Naming of Campus Facilities and provides guidelines for the naming of buildings, facilities, and programs of Miami University; and

WHEREAS: The Board of Trustees Regulations states the Board of Trustees has sole authority to approve, remove or change the name of a campus facility.

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees approves changes to the existing Resolution ~~R2017-13~~R2023-02 guidance for the Committee for the Naming of Campus Facilities, as stated in this resolution; and

BE IT FURTHER RESOLVED: that this resolution supersedes Board of Trustees Resolution ~~R2017-13~~R2023-02.

Committee for Naming of Campus Facilities.

The Committee for Naming of Campus Facilities is established as an advisory committee to the Miami University Board of Trustees and to the Vice President for University Advancement, who shall serve as a member and Chair of the Committee. The Vice President for University Advancement shall, in consultation with the Chair of the Board of Trustees, appoint additional members of the Committee to three-year terms, each eligible for a single renewal, for a period of service not to exceed a total of six years. The additional Committee members shall be comprised of three members of the faculty and staff, at least one of these with emeritus rank; ~~four~~ five representatives from the alumni; and at least one member of the Miami University Foundation Board (normally, the Chair of the Stewardship and Donor Relations Committee). The University's Director of Planning, Architecture, and Engineering, or their representative, shall serve as an ex-officio member.

Commented [KW1]: This would bring the total voting members of the committee to 11, an odd number, which is best practice for boards and committees.

The responsibility of the Committee on Naming of Campus Facilities shall be to recommend appropriate names for the buildings, facilities, and programs on the Miami University campuses in Oxford, Hamilton, Middletown, Luxembourg, and the Voice of America Learning Center, to the Board of Trustees based on the following considerations:

Approved by the Board of Trustees
February 28, 2025

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

1. to honor an alumnus, faculty member, administrator, trustee, or distinguished citizen for their extraordinary service to Miami University~~., subject to the general expectation that the Committee will review naming recommendations for faculty and administrators customarily three (3) to five (5) years, but never fewer that two (2) years, following retirement, resignation or death of the individual to be honored;~~. For honorific naming of all buildings, prominent facilities, and academic programs, a two-year waiting period shall be observed after the death or retirement of the individual before consideration for such distinction;
2. in tribute to a donor, living or deceased, who has made a substantial financial contribution to a building, facility or program~~, or has provided the entire cost of special treatment of a component part of a new or existing building (such as the decorating and/or the furnishings), including endowed maintenance;~~ or whose efforts have made the construction of such a building or facility possible. Specific contribution levels shall be established by the Vice President for University Advancement upon recommendation of the Stewardship and Donor Relations Committee of the Miami University Foundation and amended from time to time in furtherance of the University's goals.

The Committee on Naming of Campus Facilities will consider the following principles in advising on recommendations:

1. with the exception of facilities named in recognition of philanthropic support, an individual's name shall not be carried on multiple facilities;
2. only in extraordinary circumstances would a name of a building, facility or program which ceases to exist be moved to another building, facility or program, and then only by vote of the Board of Trustees; ~~and~~

~~3. that a plaque with the name be placed in the entrance of the building, with an appropriate designation on a visible and movable exterior sign; that a plaque with the name be placed in a suitable location of a component part or designated area.~~

3. named spaces shall remain for the useful life of the space; the University may deem the useful life concluded if the named space is substantially altered, repurposed, or ceases to exist; and
4. the University reserves the right to revoke the naming in the event of a donor's failure to fulfill the pledge for which the naming was bestowed and/or the honoree's or donor's reputation changes so substantially that the continued use of the name may compromise the public trust, dishonor the University's standards, or otherwise be contrary to the best interest of the University;

The Committee on Naming of Campus Facilities may adopt such other procedures and regulations as are necessary to carry out its work, all actions subject to the review and approval of the Board of Trustees.

Commented [KW2]: This would allow the committee some flexibility to name interior rooms and other less prominent spaces in memory or honor of departing or deceased faculty, staff, or administrators on a shorter timespan than before. The committee would still have the freedom to impose any restrictions or limitations they deem necessary.

Commented [KW3]: This clause refers to an older method of raising funds for special treatments and room furnishings, instead of the current method of assigning one-size-fits-all naming levels.

Commented [KW4]: There are several reasons we may want to remove this clause about signage. Physical Facilities oversees signage, and it would be best to separate naming policy from signage standards. The language does not align with current signage practices. Also, Miami's signage standard differs depending on the building.

Commented [KW5]: It is important that donors and honorees understand that named spaces do not exist in perpetuity. Namings will come and go as the campus changes over time, and it would be useful to have this established in official policy, rather than only in individual gift agreements.

Commented [KW6]: Currently the moral turpitude clause is included in all recent gift agreements, but it would be useful to have this in official policy in case it is ever needed and not covered by a gift agreement.

The Board of Trustees shall maintain sole authority to approve the naming of campus facilities. The name of a building, component part, designated area or program shall be changed only in extraordinary circumstances and only upon vote of the Board of Trustees.

Board of Trustees

February 2025

Our Esteemed Colleagues

Dr. Martha Castañeda

Dr. Phill Alexander

Dr. Eric Marinich

Outline

Miami RISE

HE Headwinds

Digital Disruption

C-Suite Wisdom

Miami THRIVE

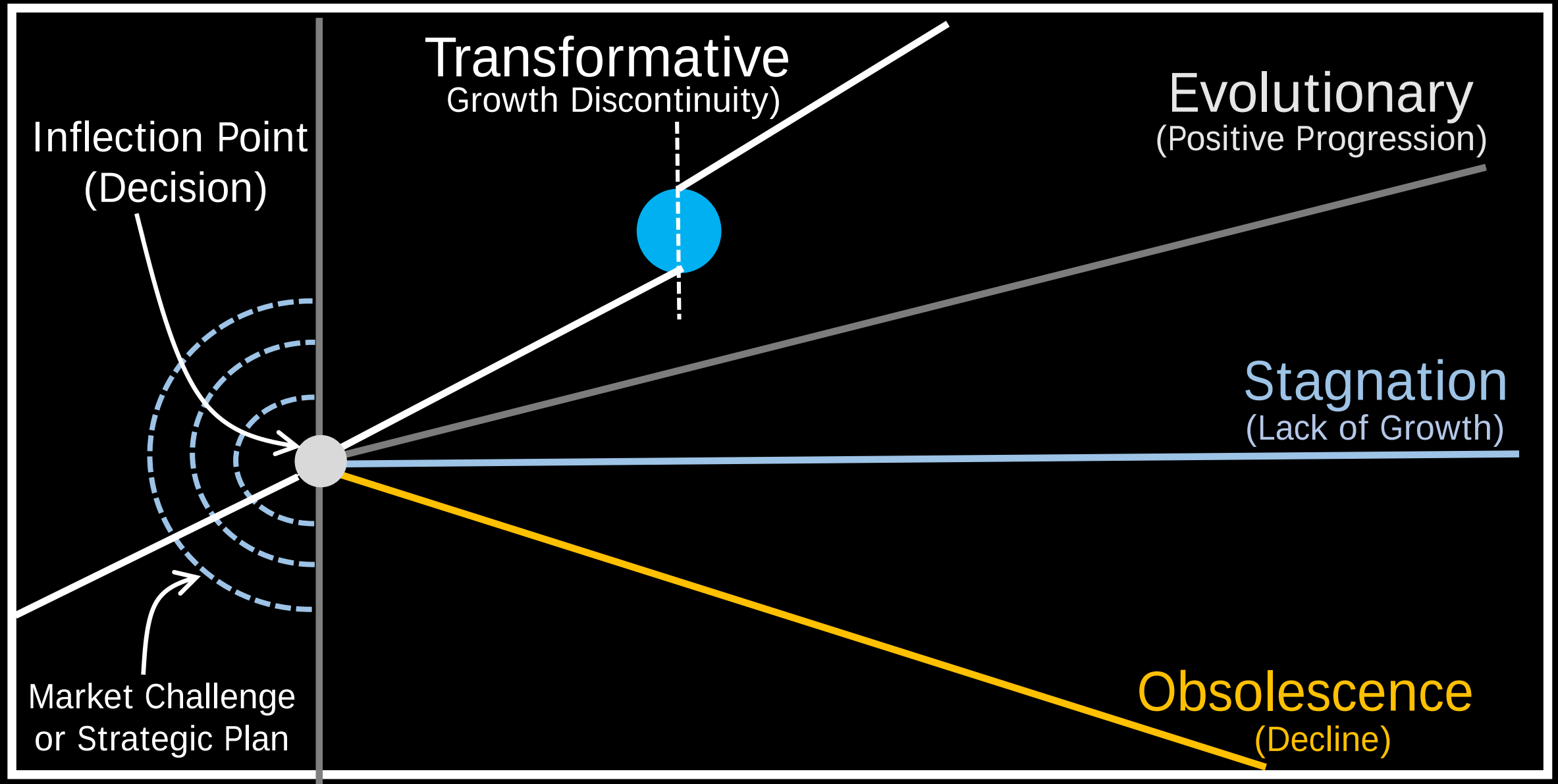
THRIVE Launch

Athletic Excellence

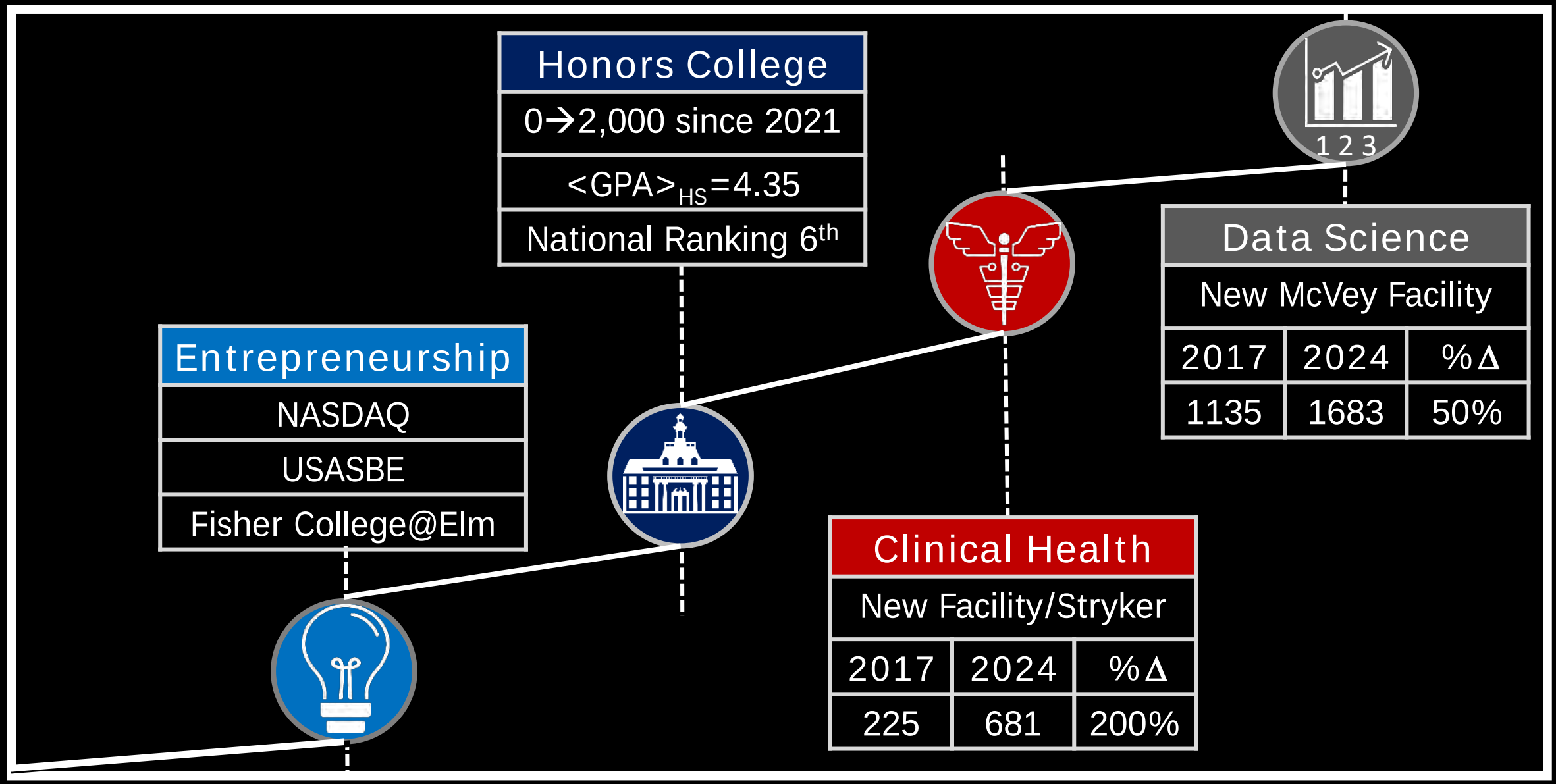
Paws & Smile

Miami RISE

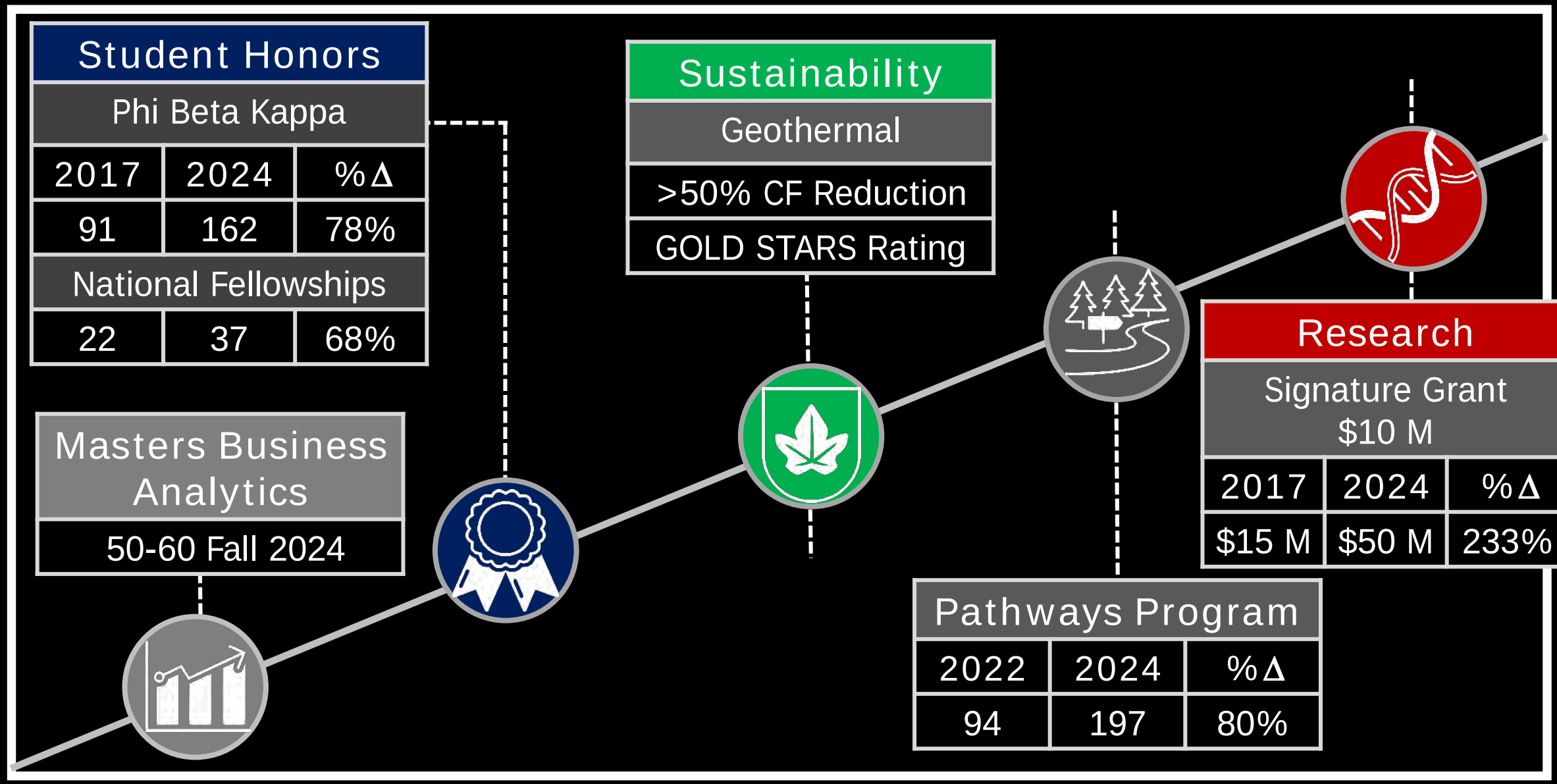
Inflection Point



Miami's Transformative Strategies



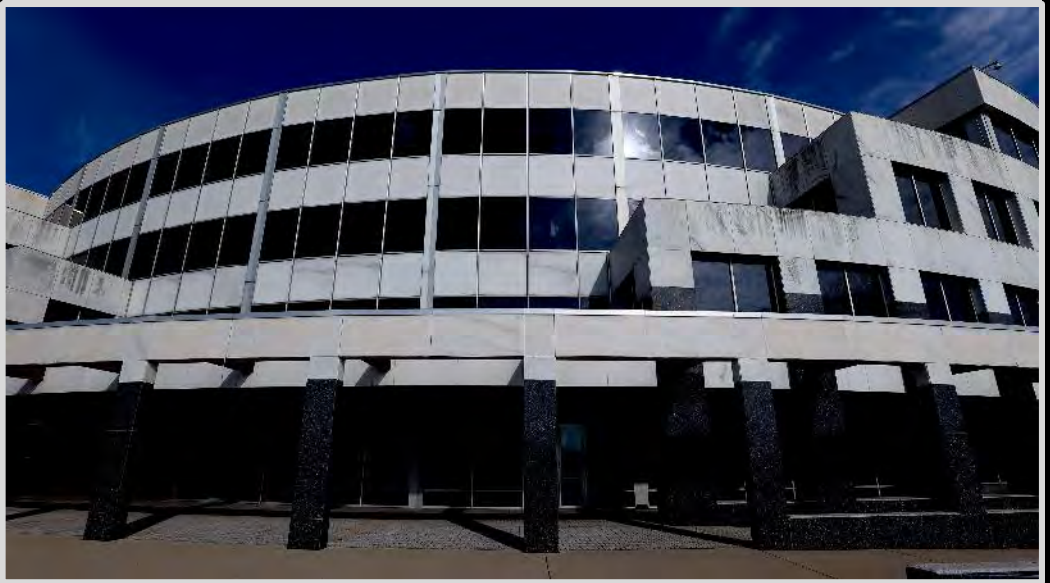
Miami's Evolutionary Strategies



Current Investments

Knightsbridge

Hamilton, Ohio



- Significant Grant Funding
- Growth of Company Partners
- Butler Tech Pipeline

Bachelor Hall

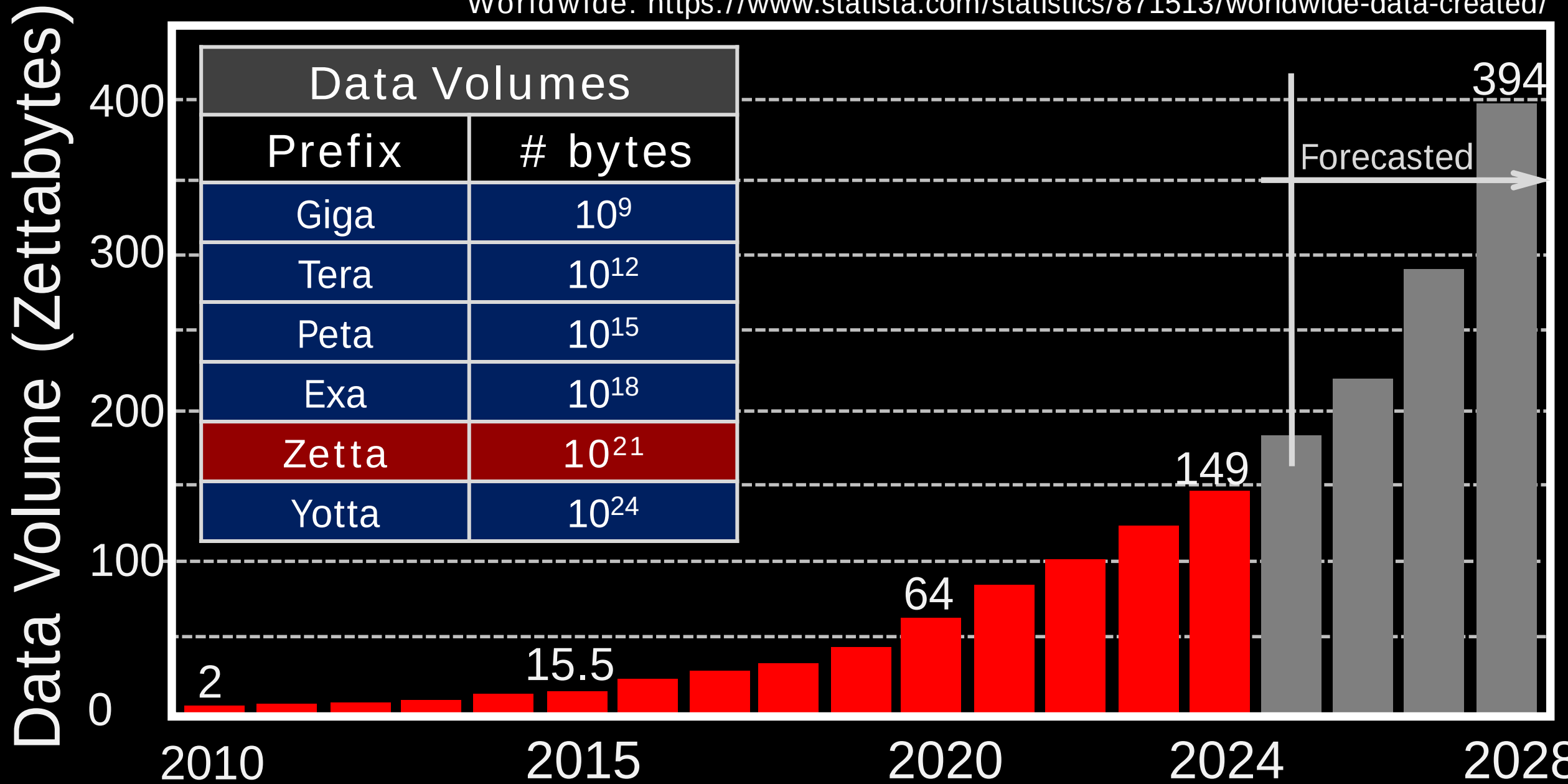
Oxford, Ohio

- Research & Scholarship
- Humanities Departments
- Media, Journalism, and Film

Digital Disruption

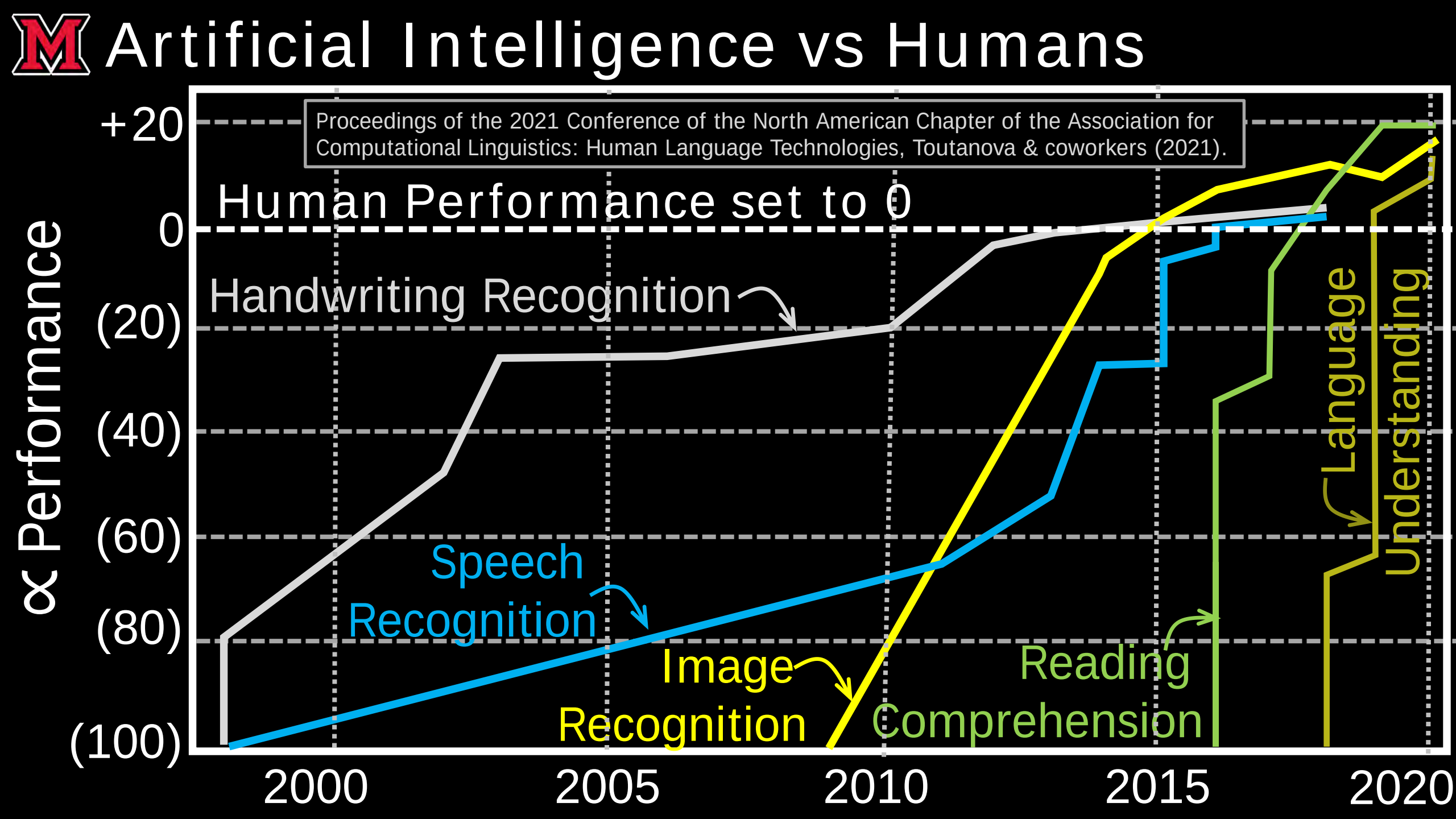
Data Created, Captured, Copied, Consumed

Worldwide: https://www.statista.com/statistics/871513/worldwide-data-created/

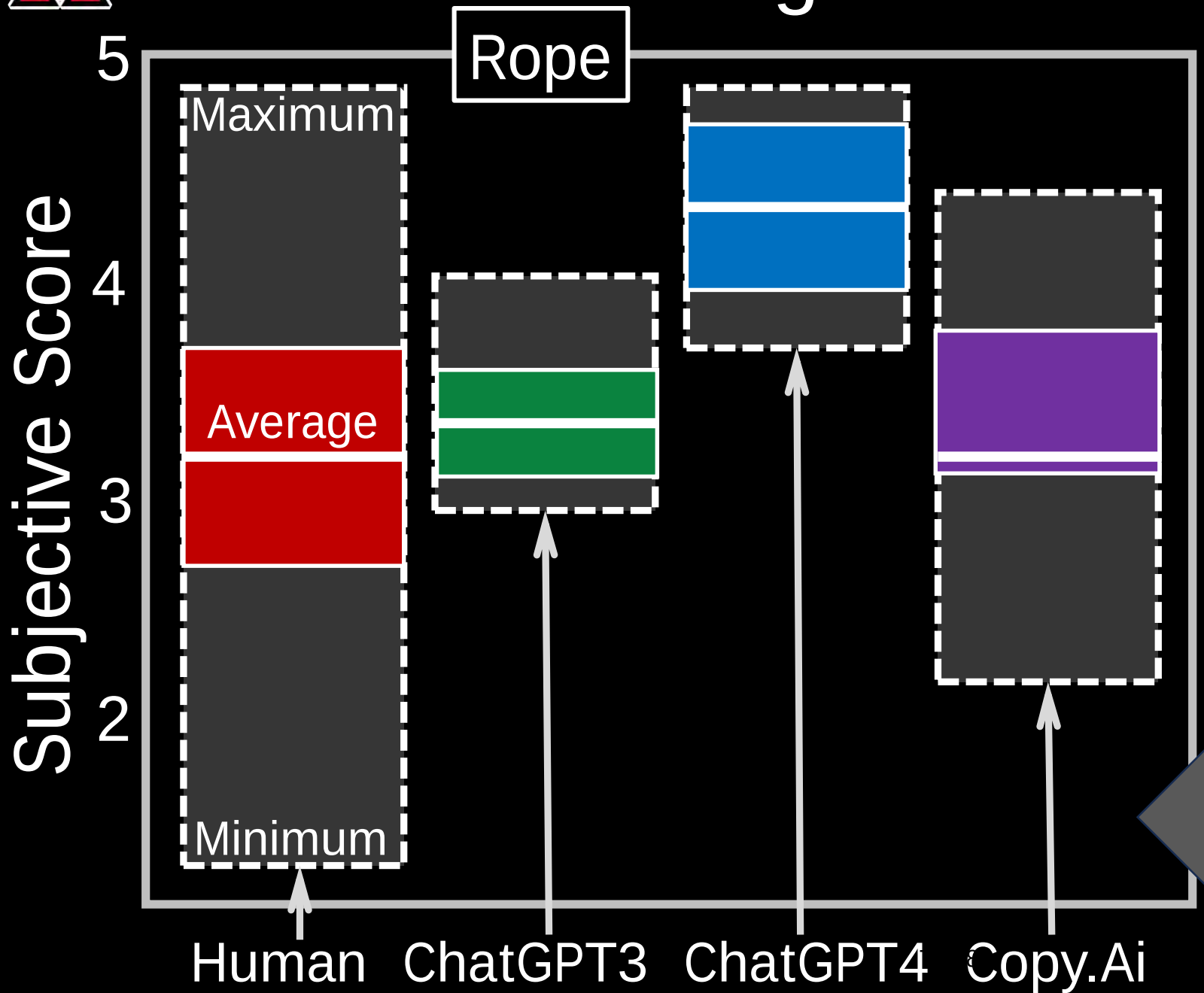


Data Volumes	
Prefix	# bytes
Giga	10^9
Tera	10^{12}
Peta	10^{15}
Exa	10^{18}
Zetta	10^{21}
Yotta	10^{24}

Artificial Intelligence vs Humans



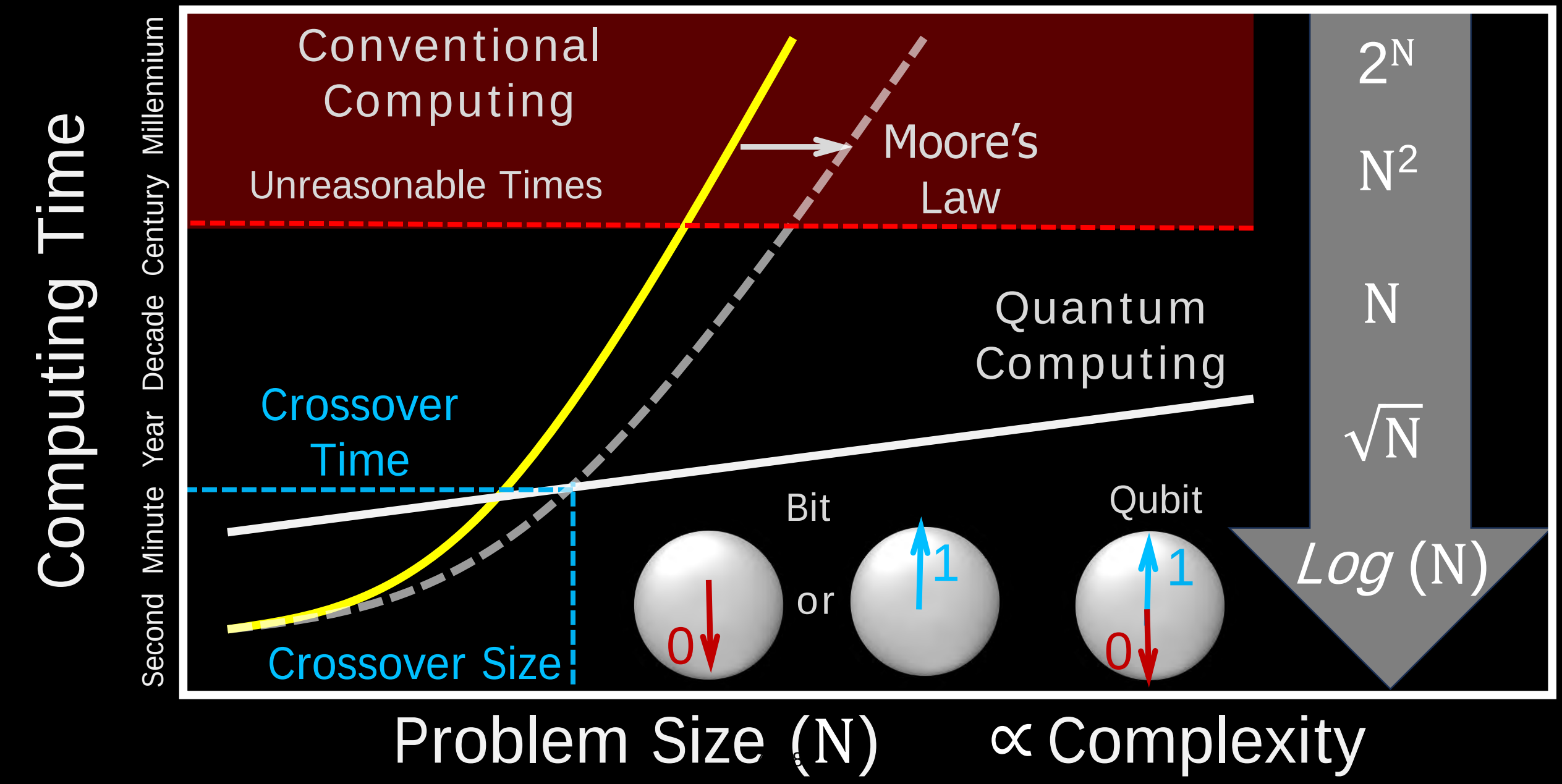
Artificial Intelligence vs Humans



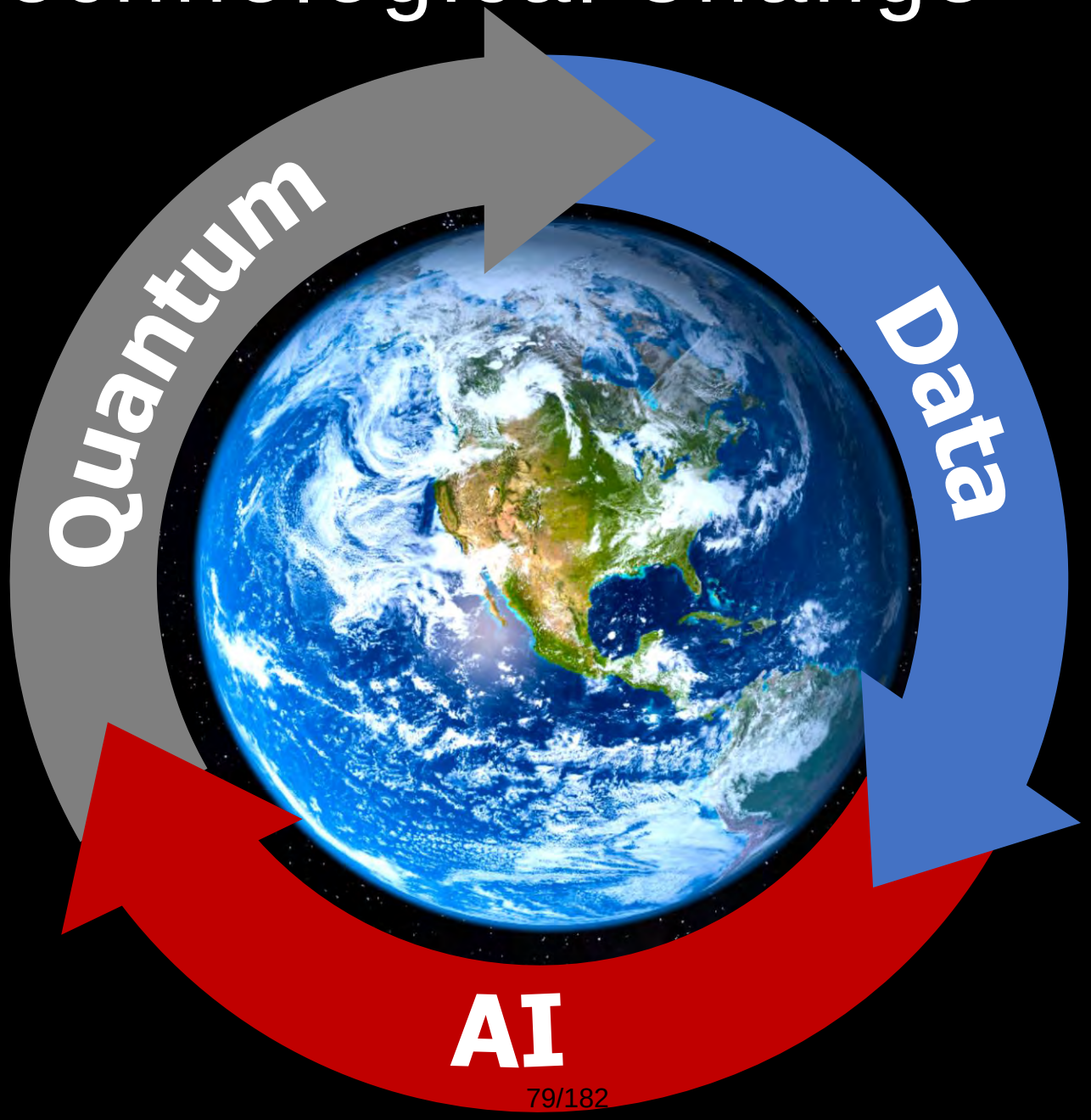
"The results suggest that AI has reached at least the same level, or even surpassed, the average human's ability to generate ideas in the most typical test of creative thinking Alternative Uses Task (AUT). Although AI chatbots on average outperform humans, the best humans can still compete with them. However, the AI technology is rapidly developing and the results may be different after half year."

Koivisto, Mika & Simone Grassini. *Best humans still outperform artificial intelligence in a creative divergent thinking task*. *Scientific Reports* 13.1 (2023): 13601 (Nature.com Figure 6A)

Quantum Computing

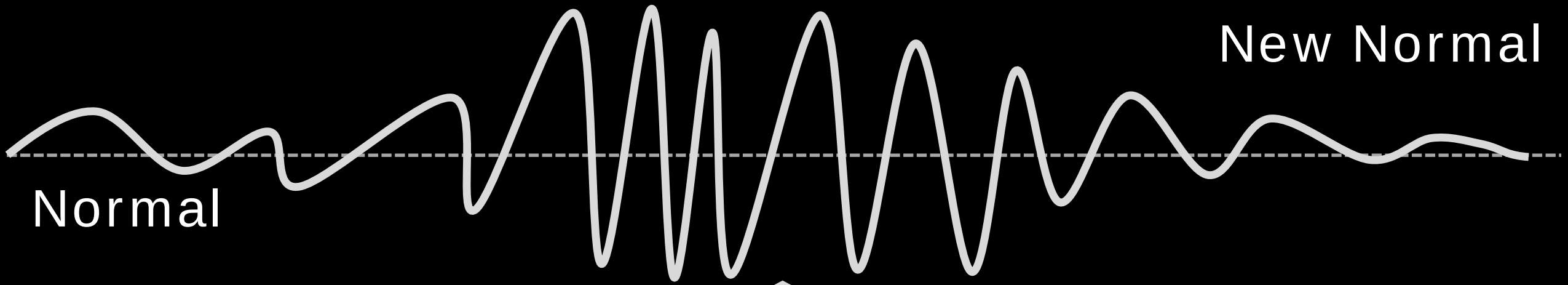


Rapid Technological Change



Higher Ed Headwinds

Disruption in Higher Education



Disruption

Technology

Perceptions

Professions

Funding

Demographics

Cost/Value

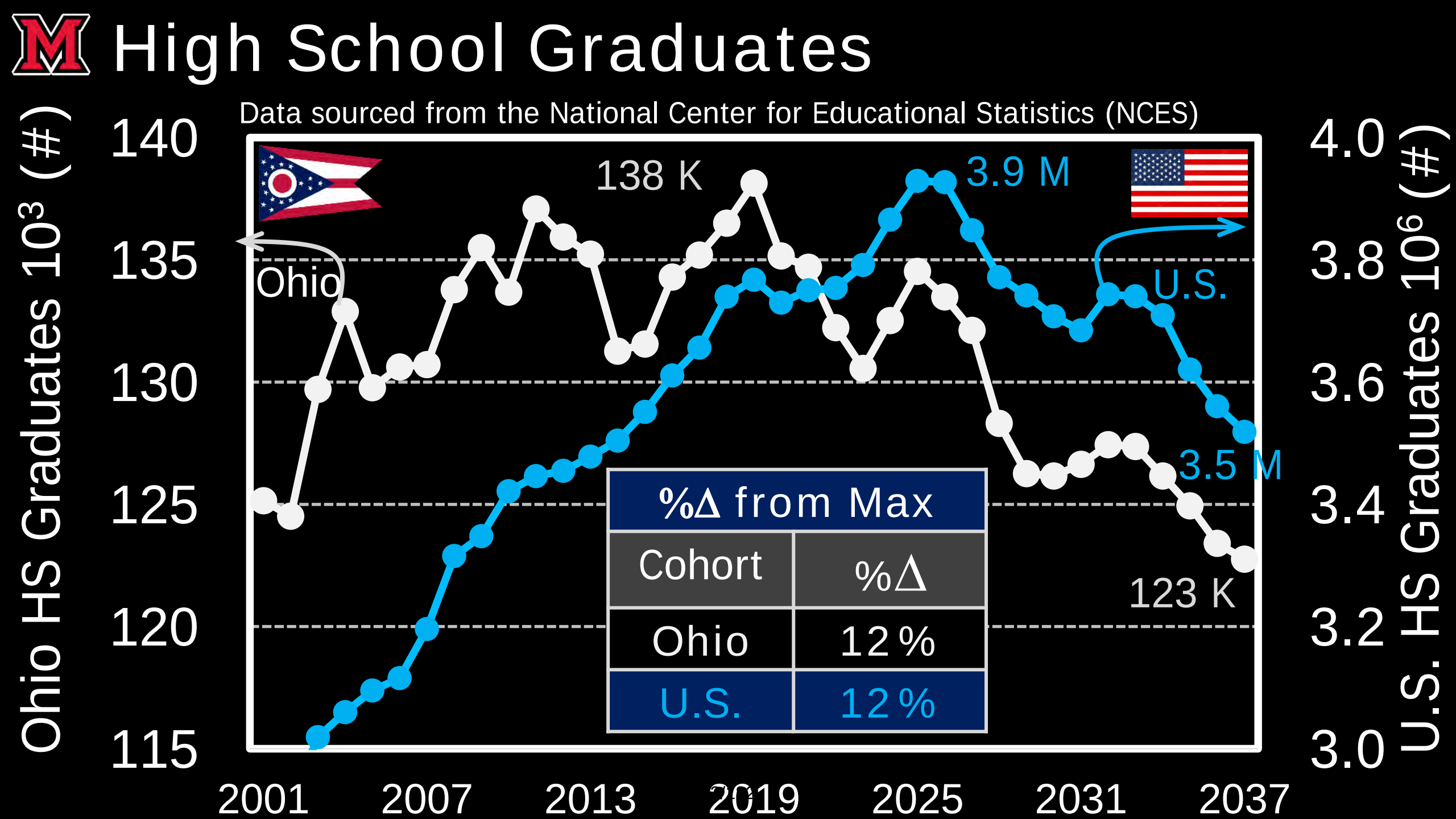
Great Deal/Quite a lot of Confidence

GALLUP®	2015	2018	2023	$\Delta = \%_{2023} - \%_{2015}$
	%	%	%	%Δ
Party Identification				
Republicans	56%	39%	19%	—37%
Independents	48%	44%	32%	—16%
Democrats	68%	62%	59%	—9%
Education				
No college degree	54%	45%	29%	—25%
College degree only	57%	50%	47%	—10%
Postgraduate degree	67%	60%	50%	—17%
Gender				
Men	52%	45%	33%	—19%
Women	61%	51%	39%	—22%
Age				
18 to 34	60%	51%	42%	—18%
35 to 54	55%	49%	39%	—16%
55 and older	55%	46%	31%	—24%

https://news.gallup.com/poll/508352/americans-confidence-higher-education-down-sharply.aspx July 11, 2023

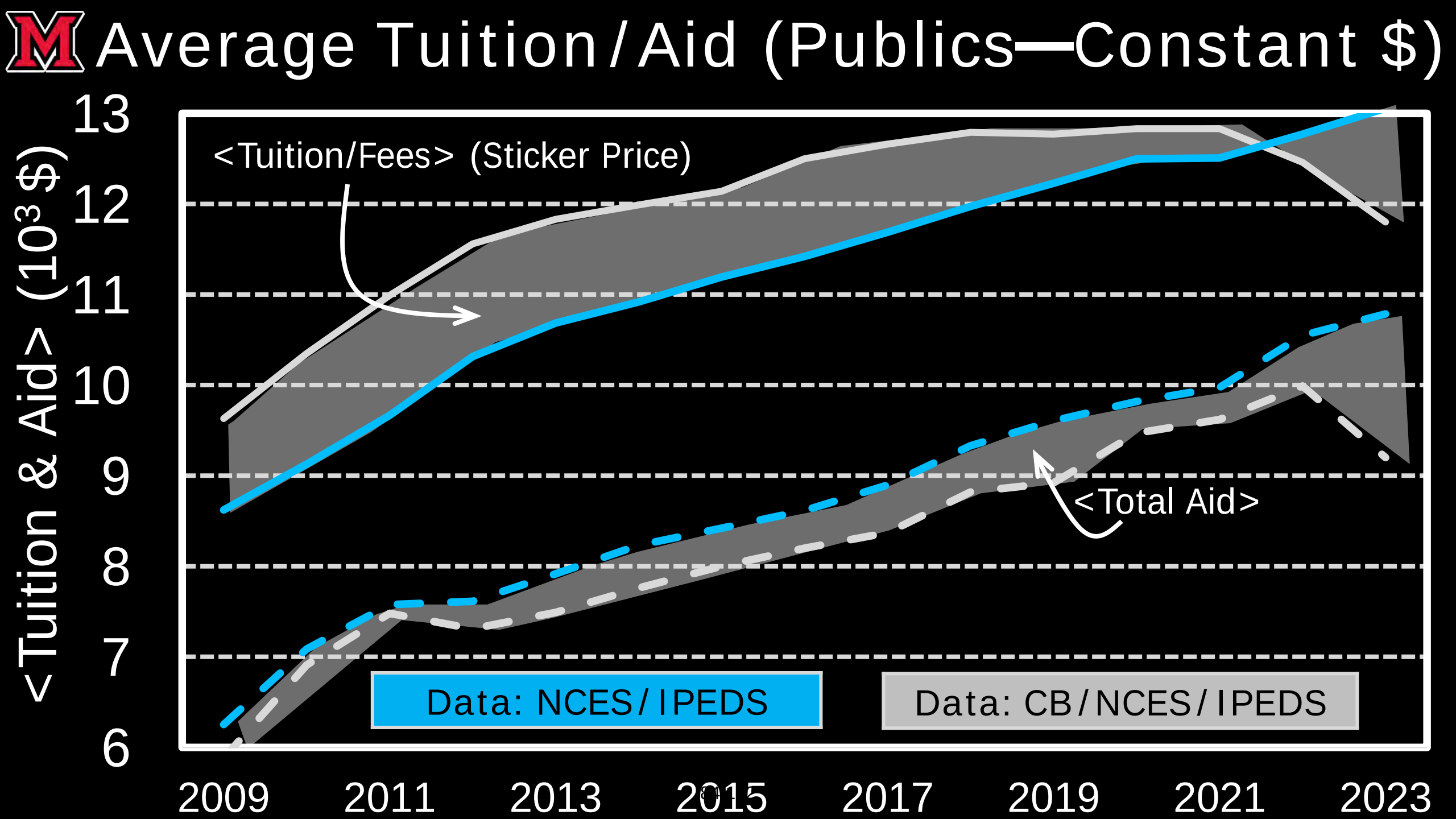
High School Graduates

Data sourced from the National Center for Educational Statistics (NCES)

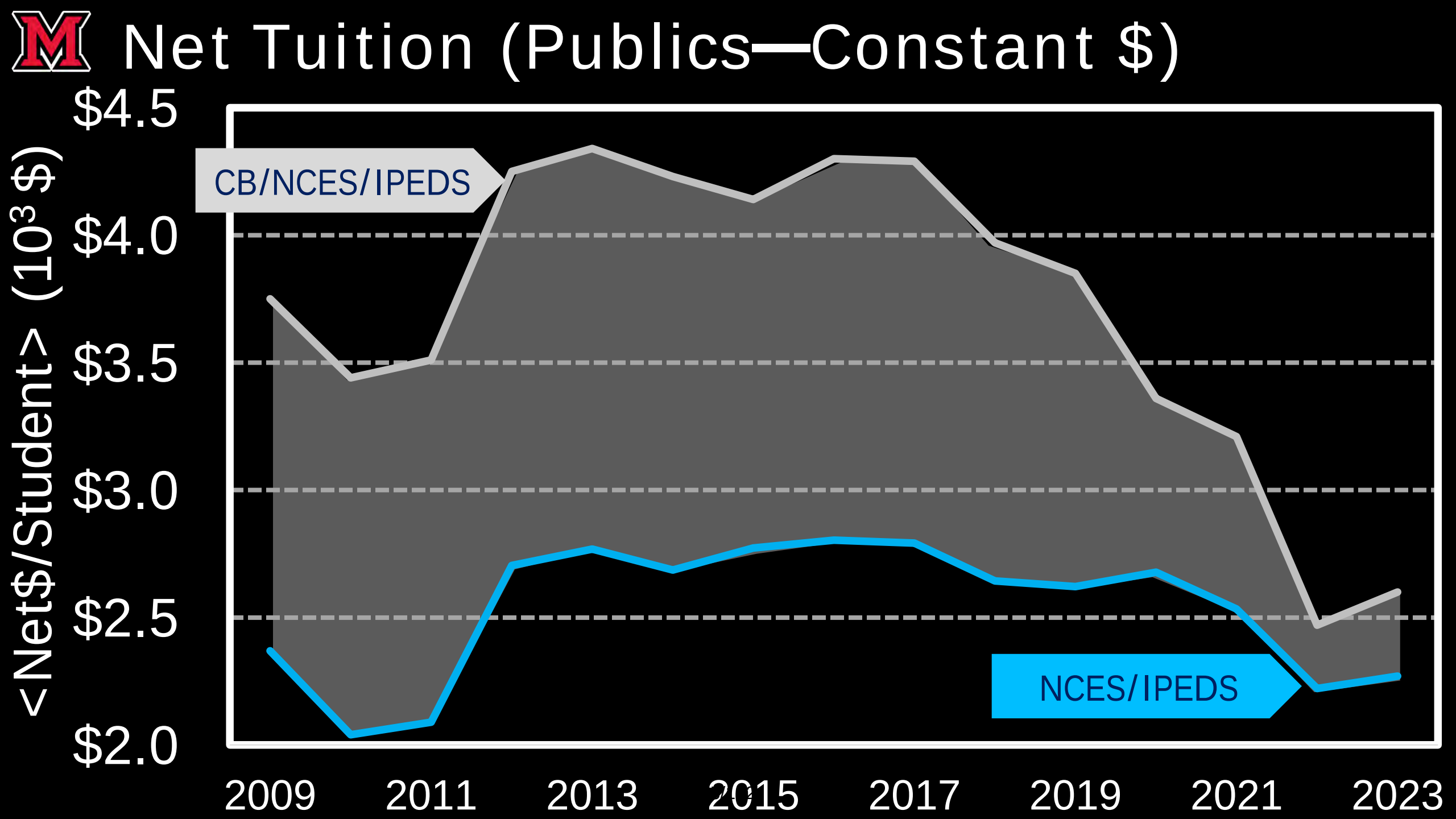


%Δ from Max	
Cohort	%Δ
Ohio	12 %
U.S.	12 %

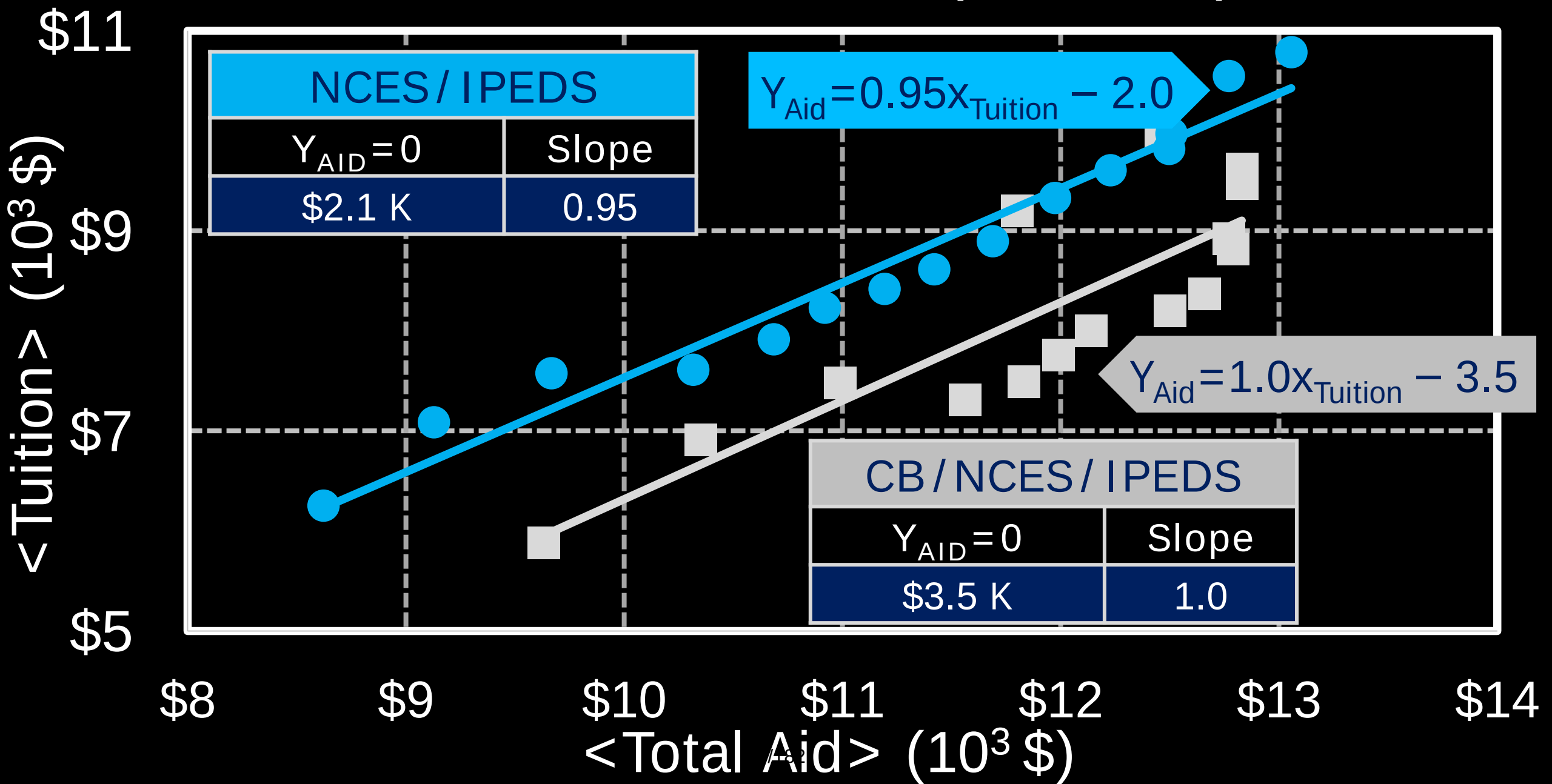
Average Tuition/Aid (Publics—Constant $)



Net Tuition (Publics—Constant $)

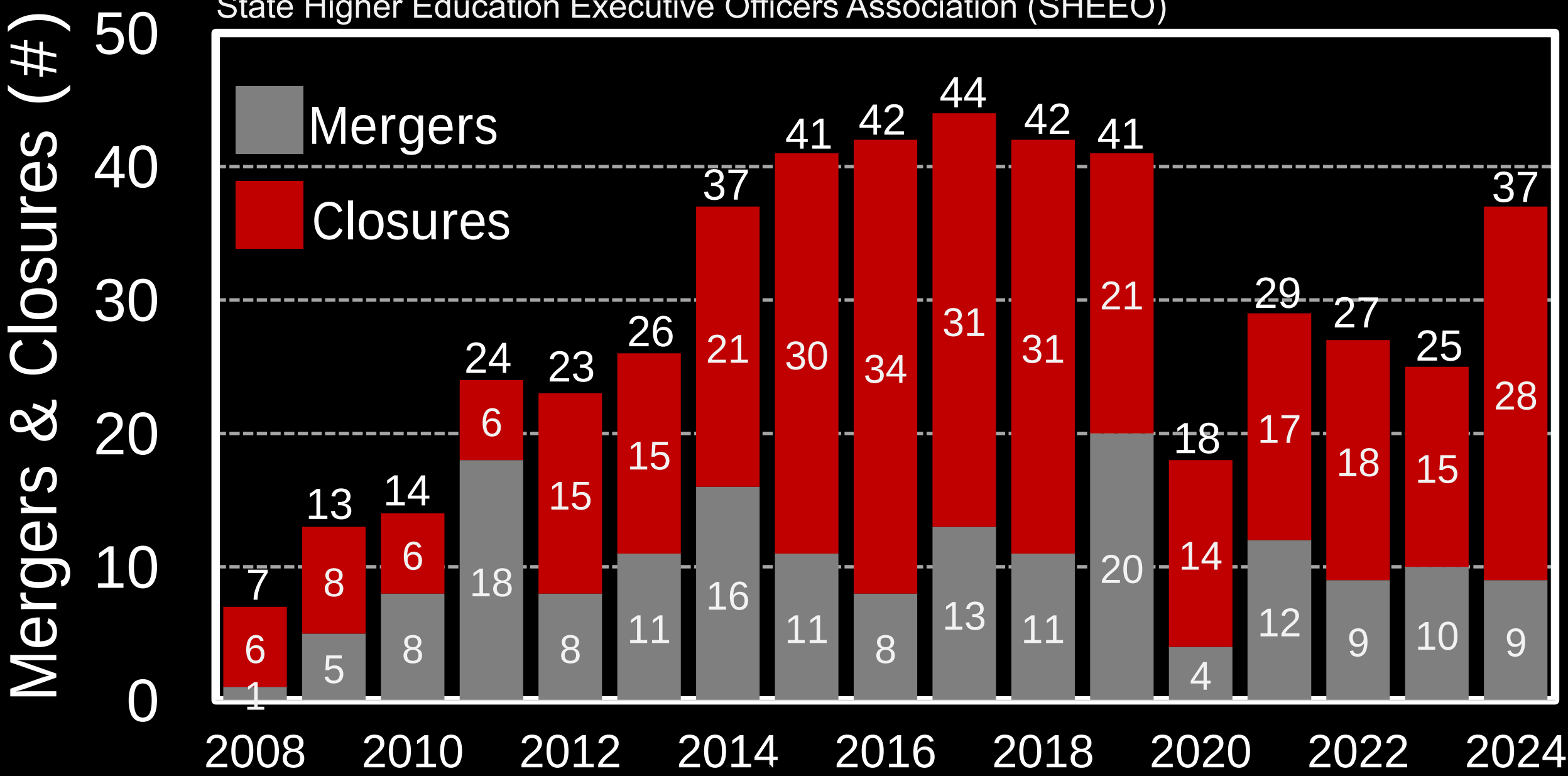


Tuition—Aid Correlation (Publics)

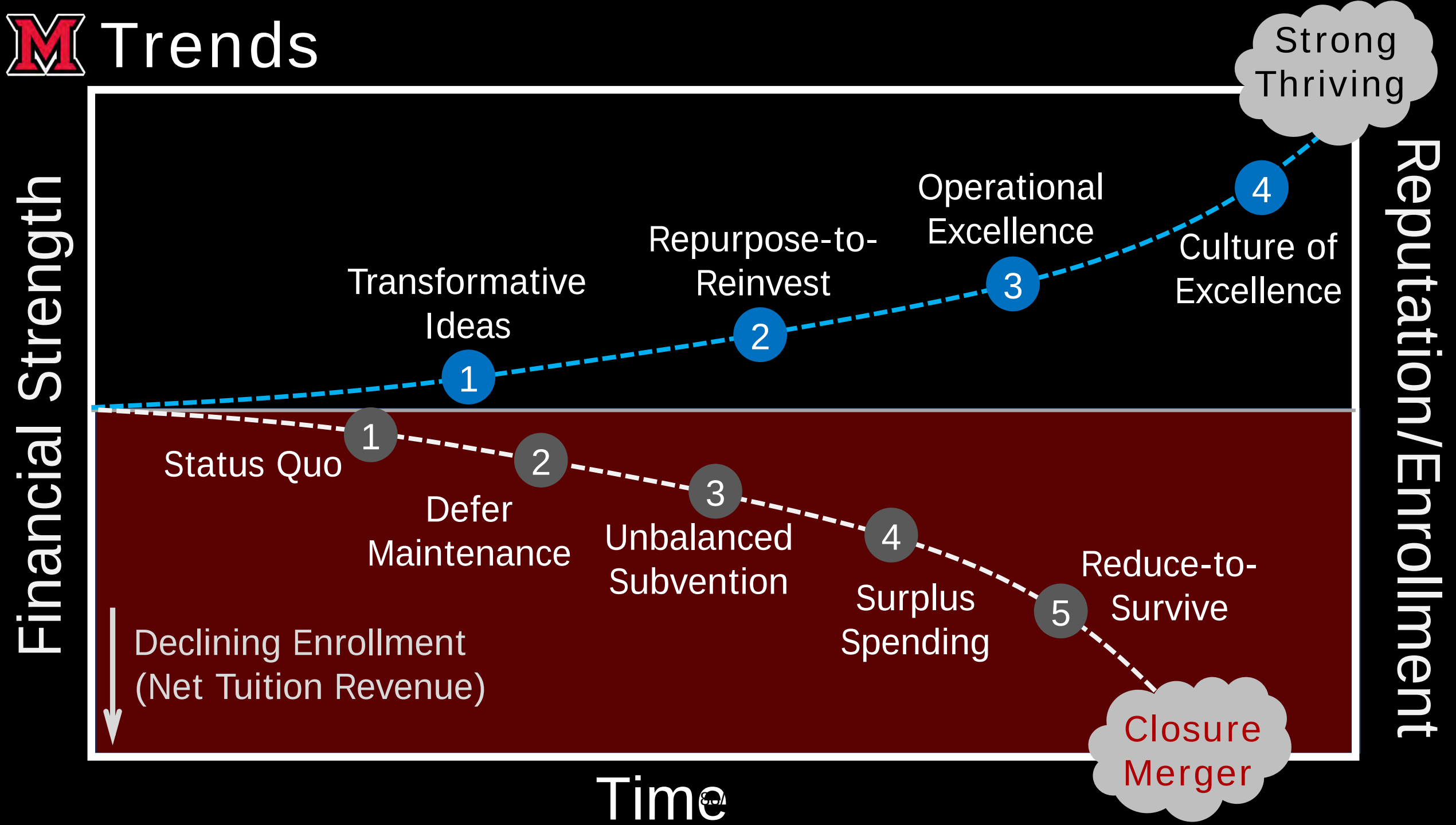


Mergers & Closures (Degree Granting)

State Higher Education Executive Officers Association (SHEEO)



Trends


Strong
Thriving
Financial Strength
Reputation/Enrollment
Transformative
Ideas
1
Repurpose-to-
Reinvest
2
Operational
Excellence
3
4
Culture of
Excellence
1
Status Quo
2
Defer
Maintenance
3
Unbalanced
Subvention
4
Surplus
Spending
5
Reduce-to-
Survive
Declining Enrollment
(Net Tuition Revenue)
Closure
Merger
Time

Success—Challenges on Horizon FY 24

Great Class Size / NTR

Σ=4,387 (Up 8.9%)

Excellent Grants

>$51 M ($15 M in 2017)

Strong Philanthropy

>$92 M (Σ>$730 M)

What Worries You the Most?

- Demographic Shifts Down
- Fewer HS graduates going to College
- Competitive Landscape
- Low Public Confidence
- Closures & Mergers
- Rate of Technology Advance
- State Support
- Tuition “Flattening”
- Discount Rate
- Students Seeking Professions

Predicting HE Challenges

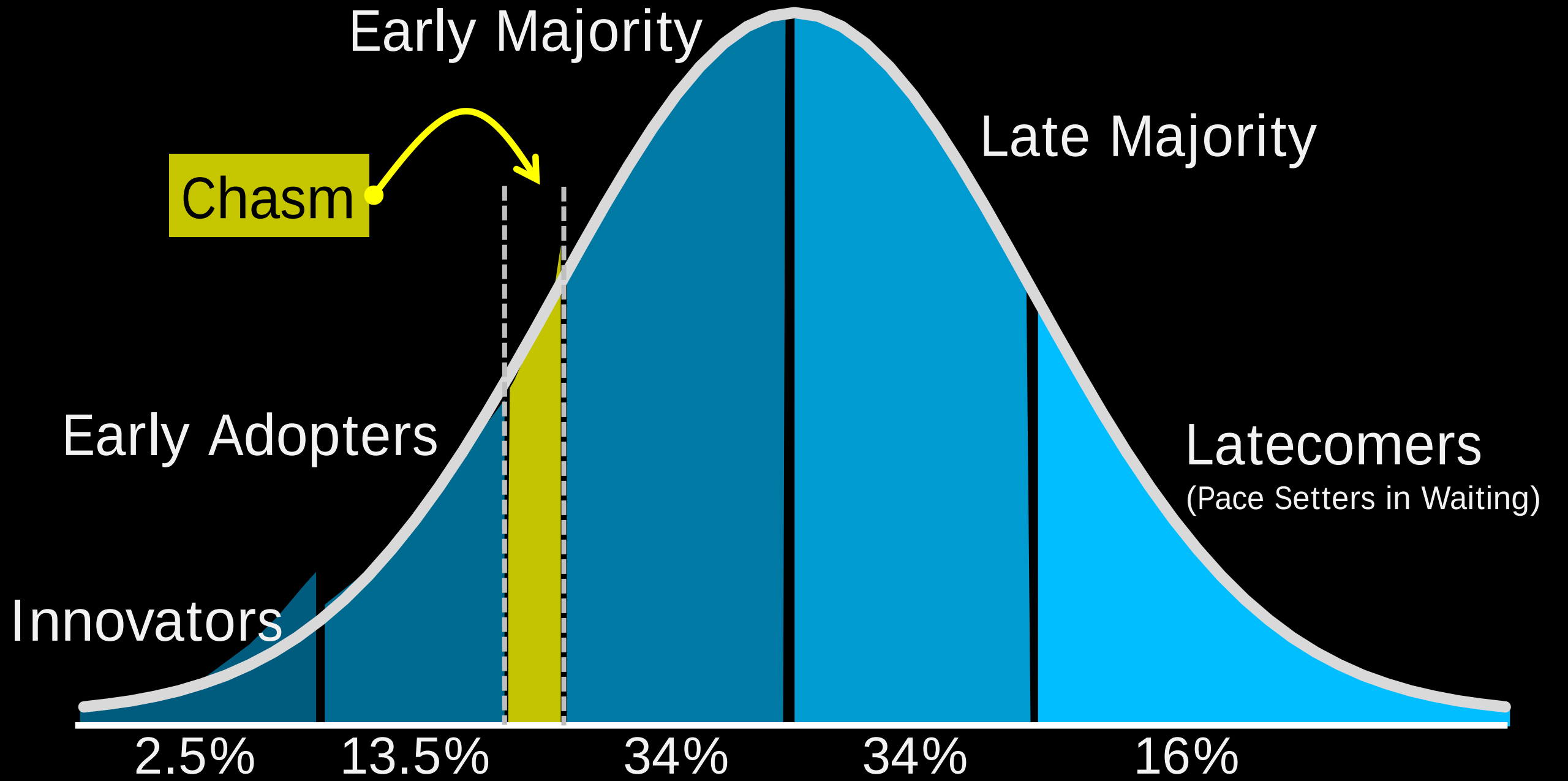
C-Suite Wisdom

Change Management (C-Suite)

1. "Paint" the Picture of Future
2. Students-First Mentality
3. Capture Employee Voices
4. Regard for Impacted
5. Stakeholder Engagement
6. Clarity & Repeat
7. Replace Fiction with Facts
8. Pace Yourself–Speed(ing)
9. Leadership Champions
10. Use Data Trust Process
11. Act Decisively (Bold)

"The time to fix a leaky roof is when the sun is shining"—JFK

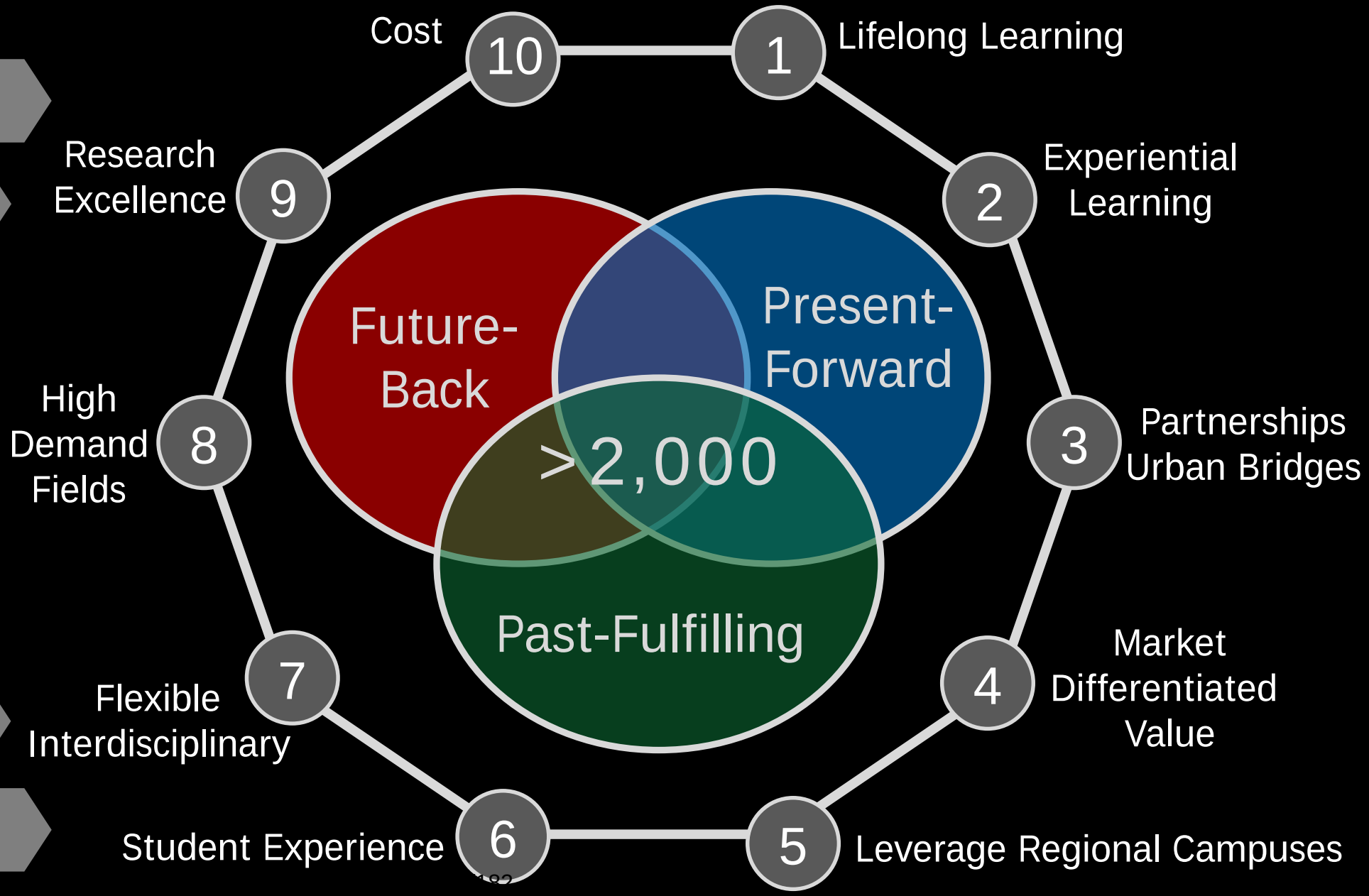
Implementing Change in Organizations



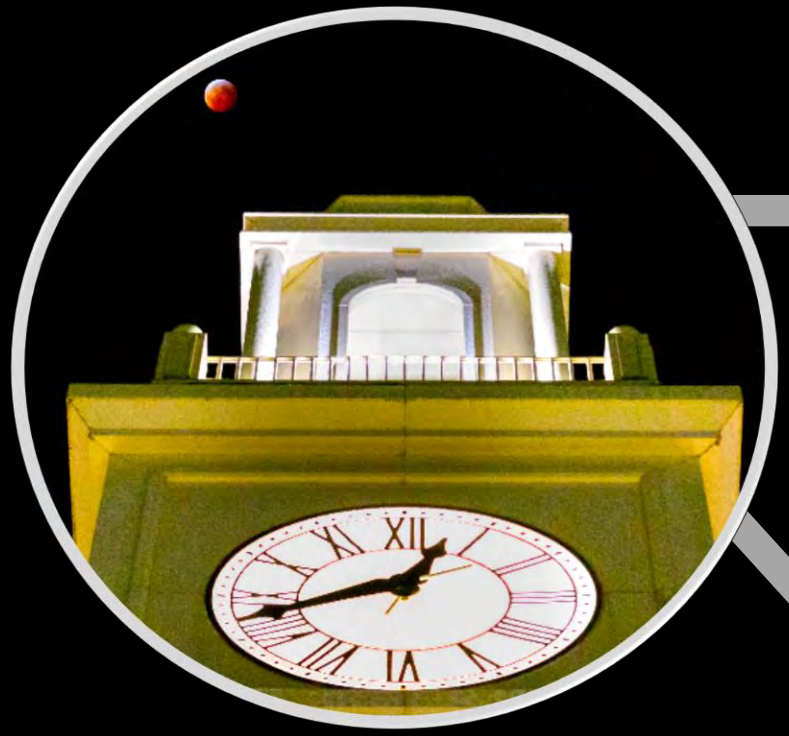

MiamiTHRIVE

THRIVE: Transformative Thinking

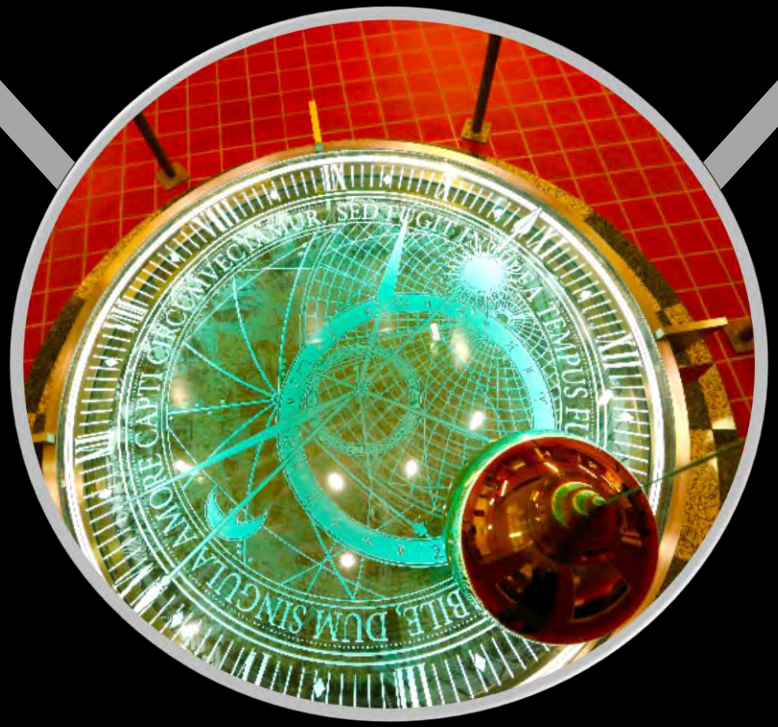
- Teacher-Scholar
- Writing
- Liberal Education
- Campus Beauty Sustainability
- Undergraduate Education
- Student-Athlete
- Alumni Engagement
- Inclusive Excellence



MiamiTHRIVE Themes



Transformative Initiatives

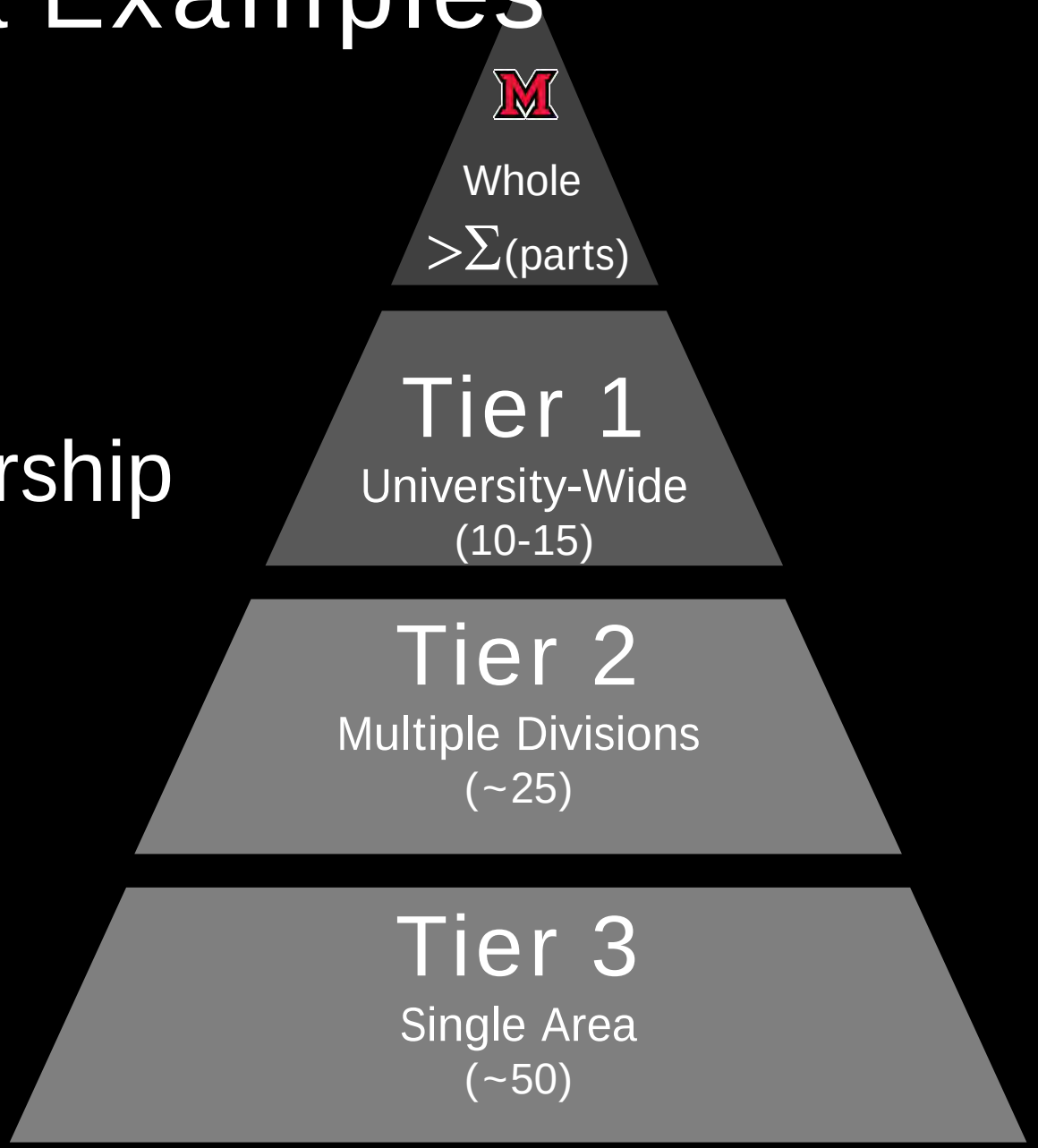


Culture of Excellence

Organizational Effectiveness

Transformative Idea Examples

1. Partnerships
2. Experiential Learning
3. Advancing Research/Scholarship
4. Flexible Degree Pathways
5. Expanding Miami Online
6. Invest in Emerging Majors
7. Affordability & Cost



Possible Urban Bridges

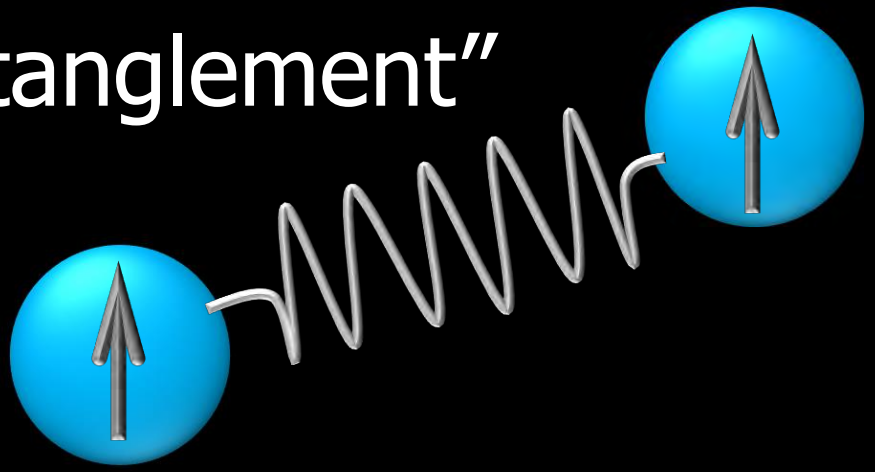
Why Urban Bridge
Open Up New Opportunities for Students
Grow Footprint/Enrollment
Expand Brand in Other Locations
Leverage Partners Assets
Harness Alumni Network
Success in Cincinnati

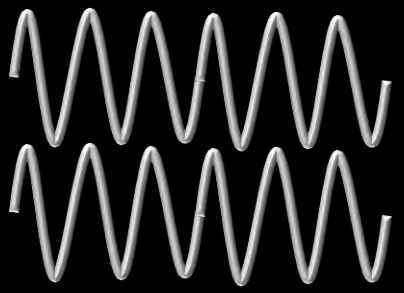
Columbus

Cleveland

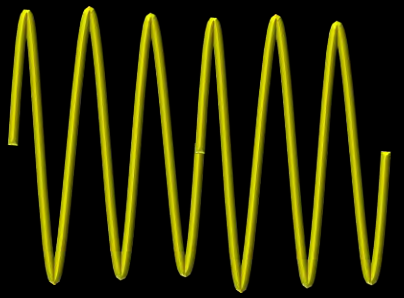
Quantum Physics

"Entanglement"

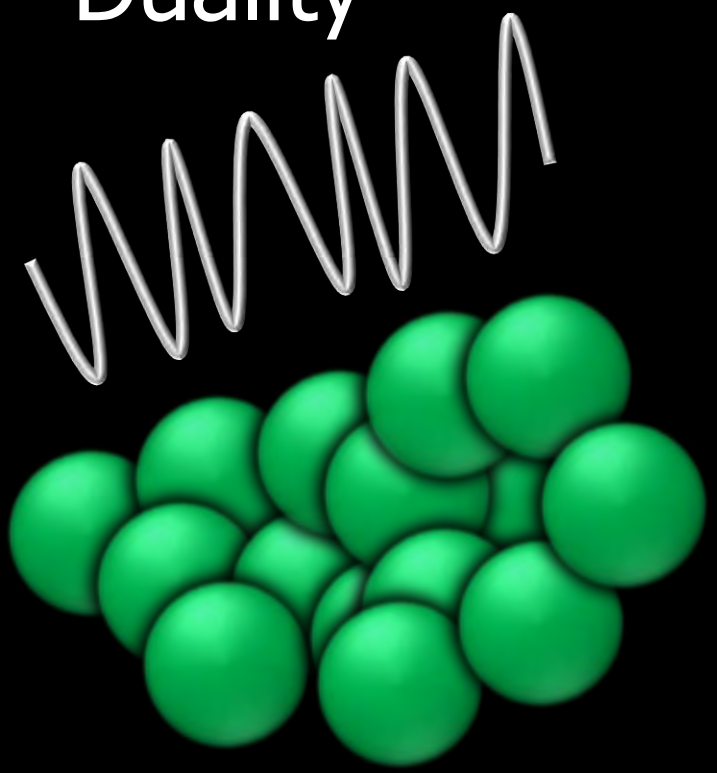


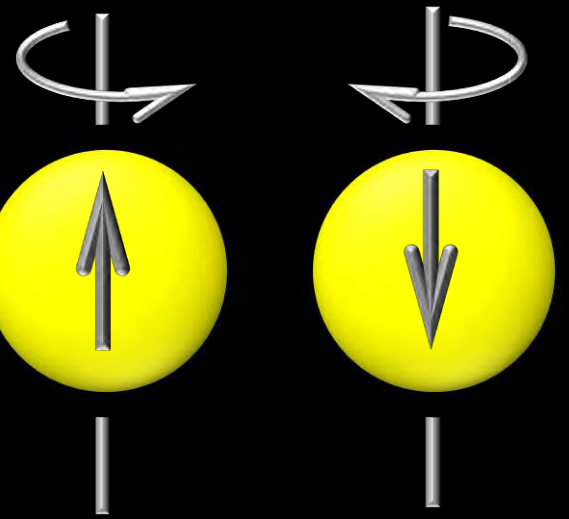


Constructive

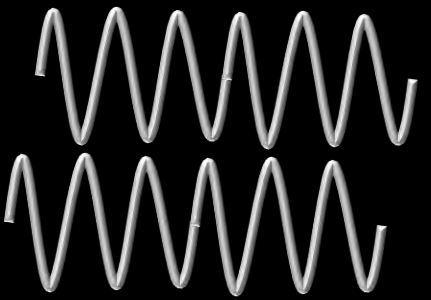


"Duality"





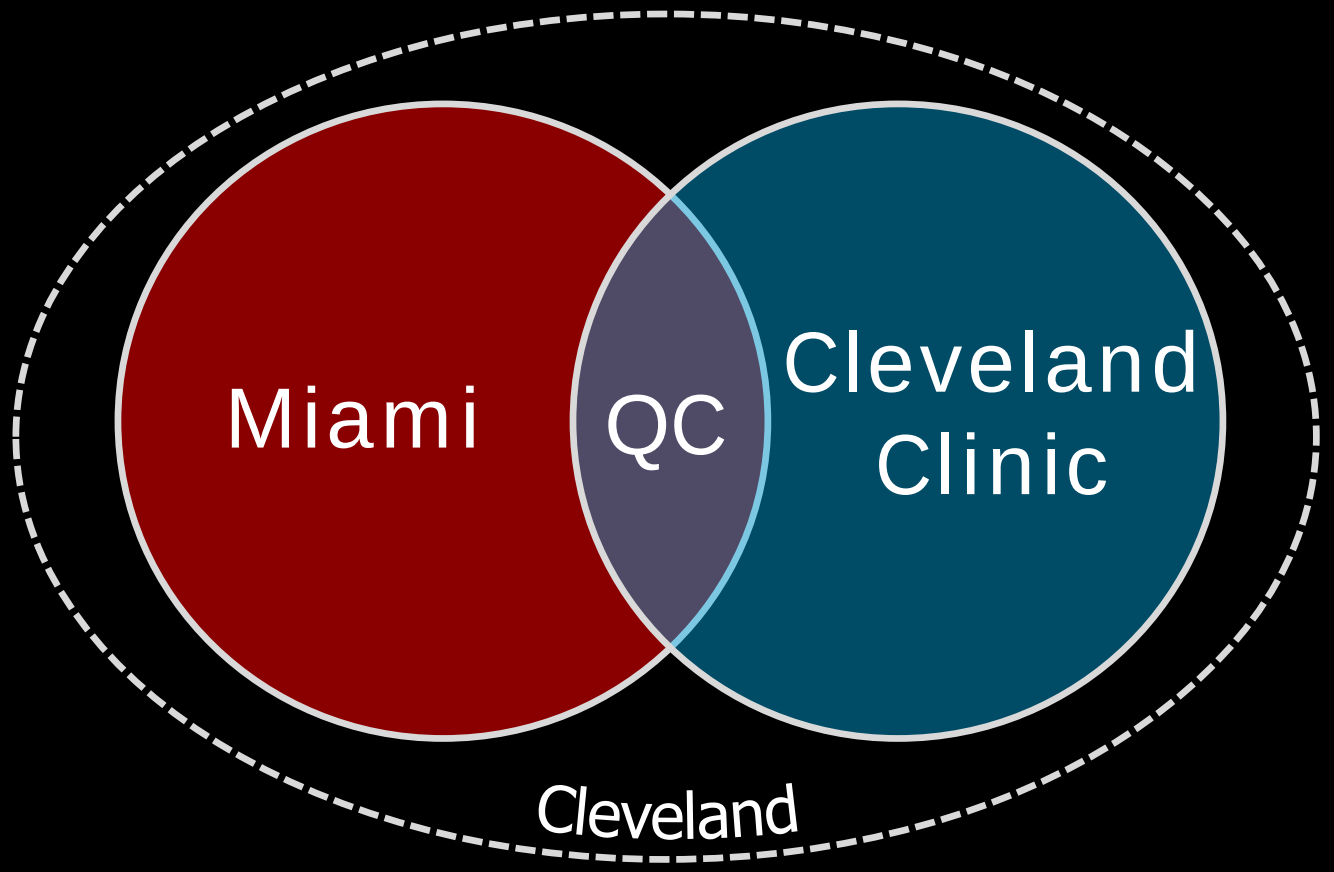
"Interference"



Destructive

"Superposition"

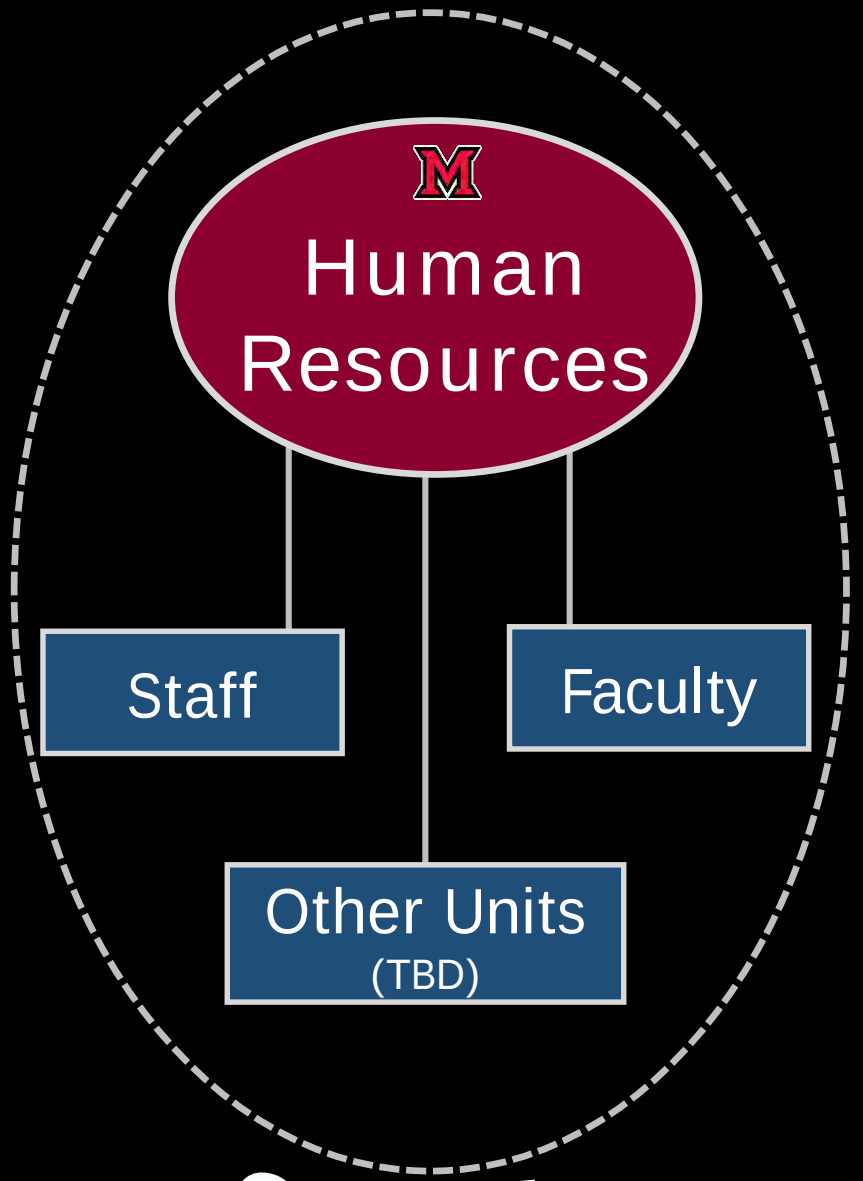
Engineering & Computing (CEC)



- Leverage CC Brand
- First Mover Advantage QC
- Innovation District
- Explore Cleveland

Quantum Computing Curriculum	
#	Course Themes
1	Physics of Quantum Devices
2	Quantum Information Processing
3	Quantum Algorithms
4	Quantum Cryptography
5	Quantum Machine Learning
6	Quantum Software
7	Real World Quantum Problems
8	Advanced Topics
9	Entrepreneurship
10	Discipline Expertise (e.g. Medicine)

Human Resources



1 Build Consistency & Accuracy

→ Fairness, Equitable, Leverage Data

Goal: Advance Uniformity, Accuracy, Compliance

2 Employee Experience & Recruitment

→ Leader & Unit Focused on People & Talent

Goal: Advance Excellence, User-Centric, Recruit/Retain

3 Improve Efficiency & Speed

→ Competition, Rapid Pace of Change

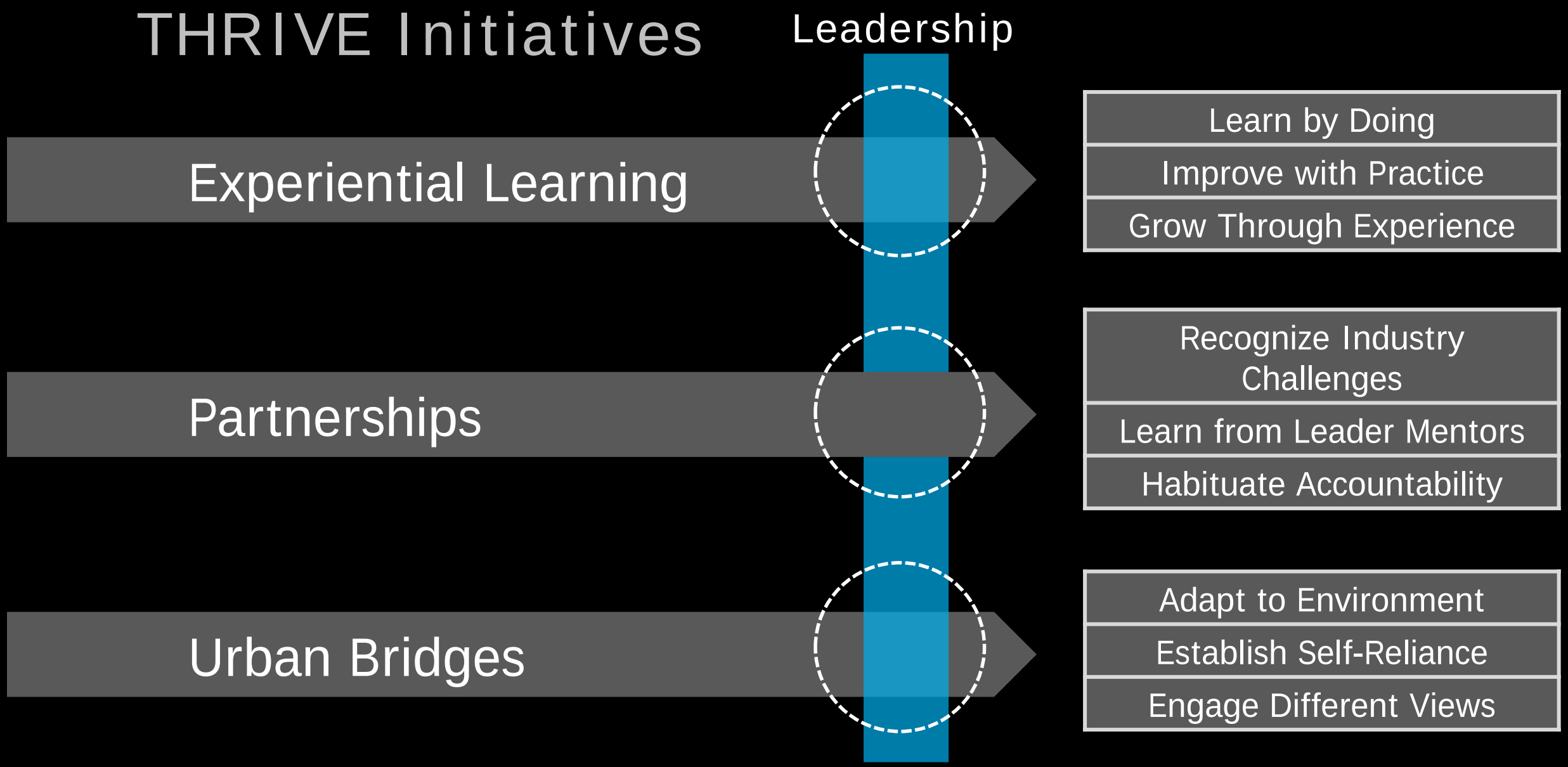
Goal: Reduce Duplication, Improve Speed/Response

4 Commit to Excellence

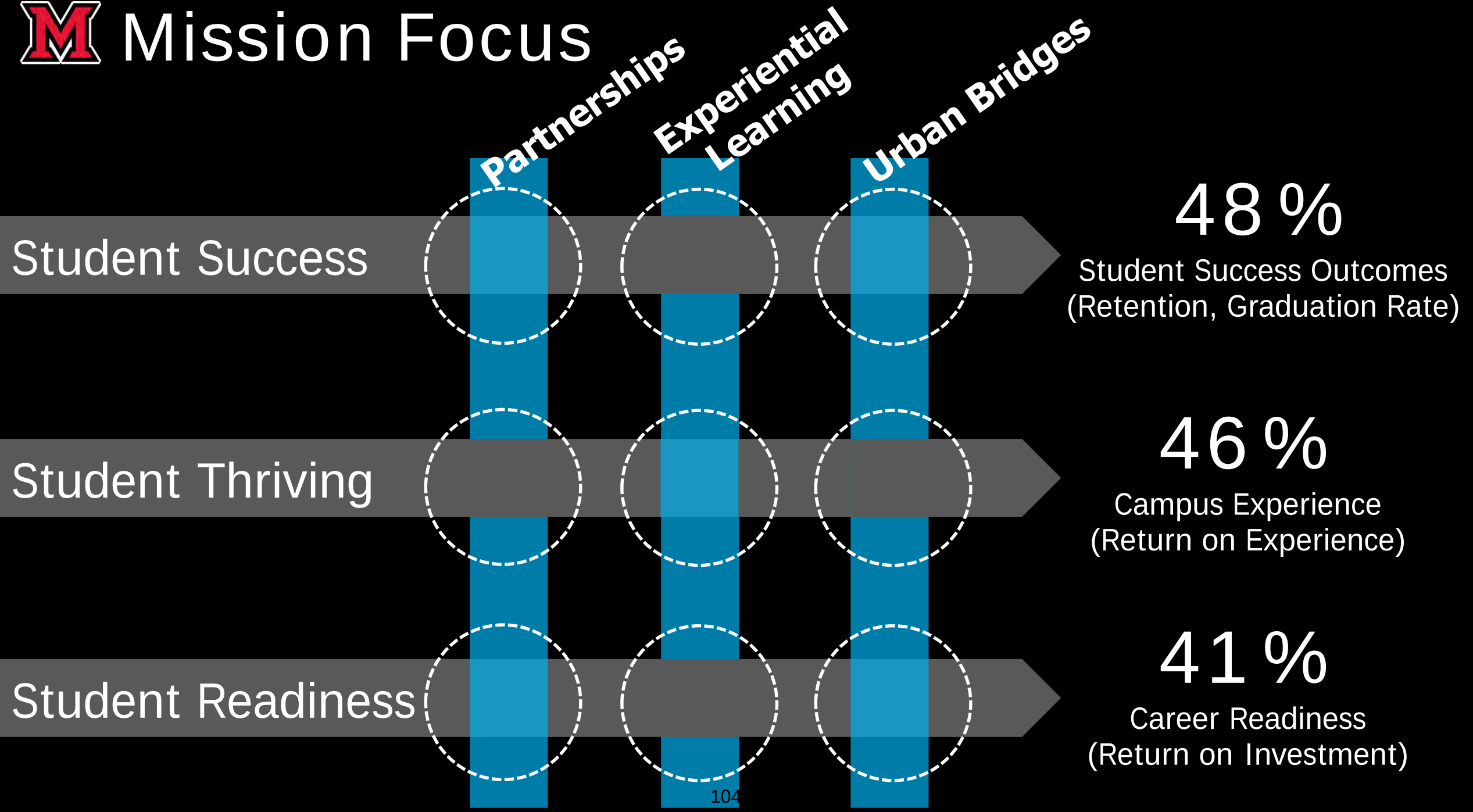
→ Never Satisfied by Status Quo

Goal: Build Goal-Based, People-Centric Culture

Leadership at the Core (Examples)

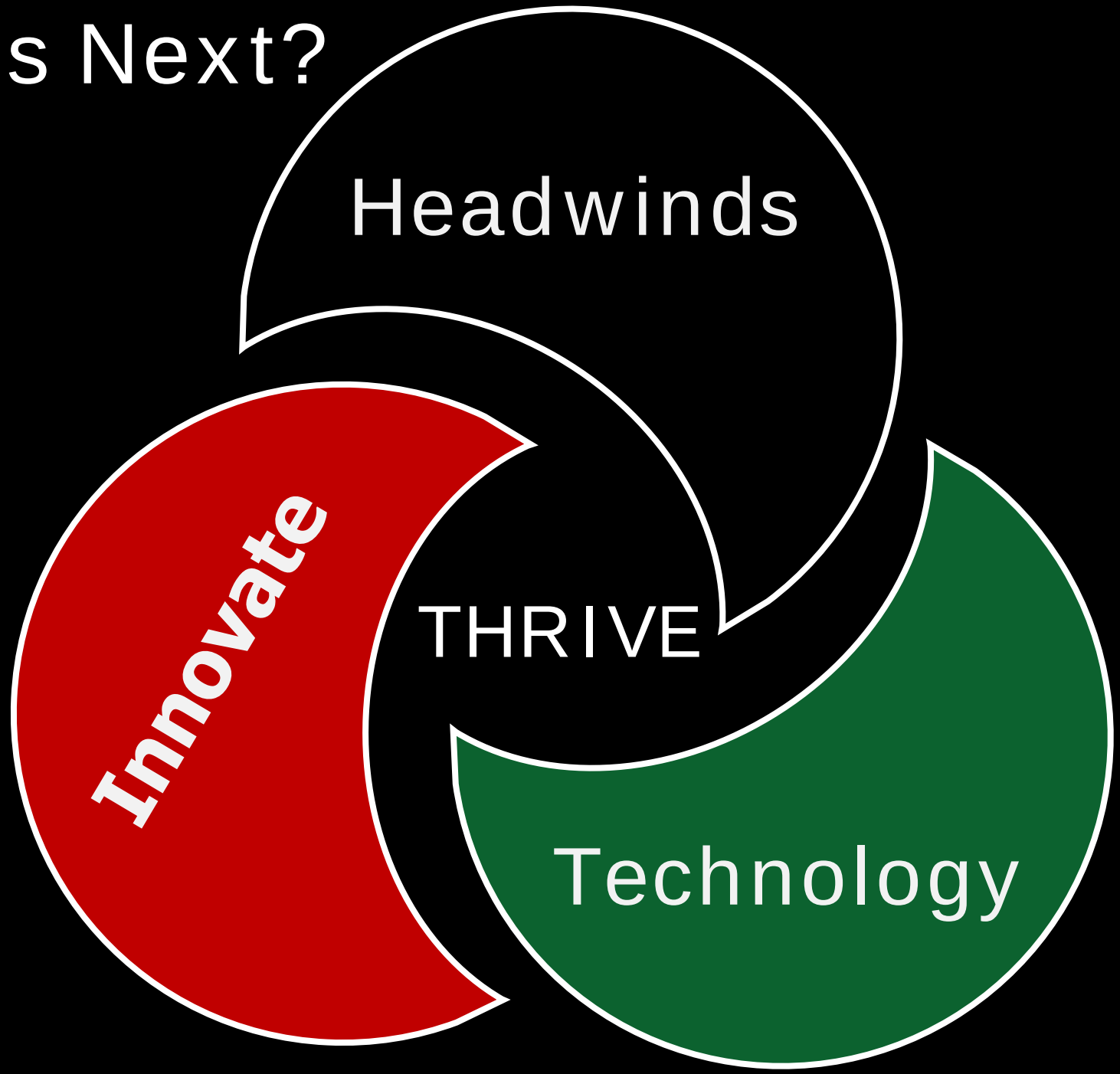


Mission Focus

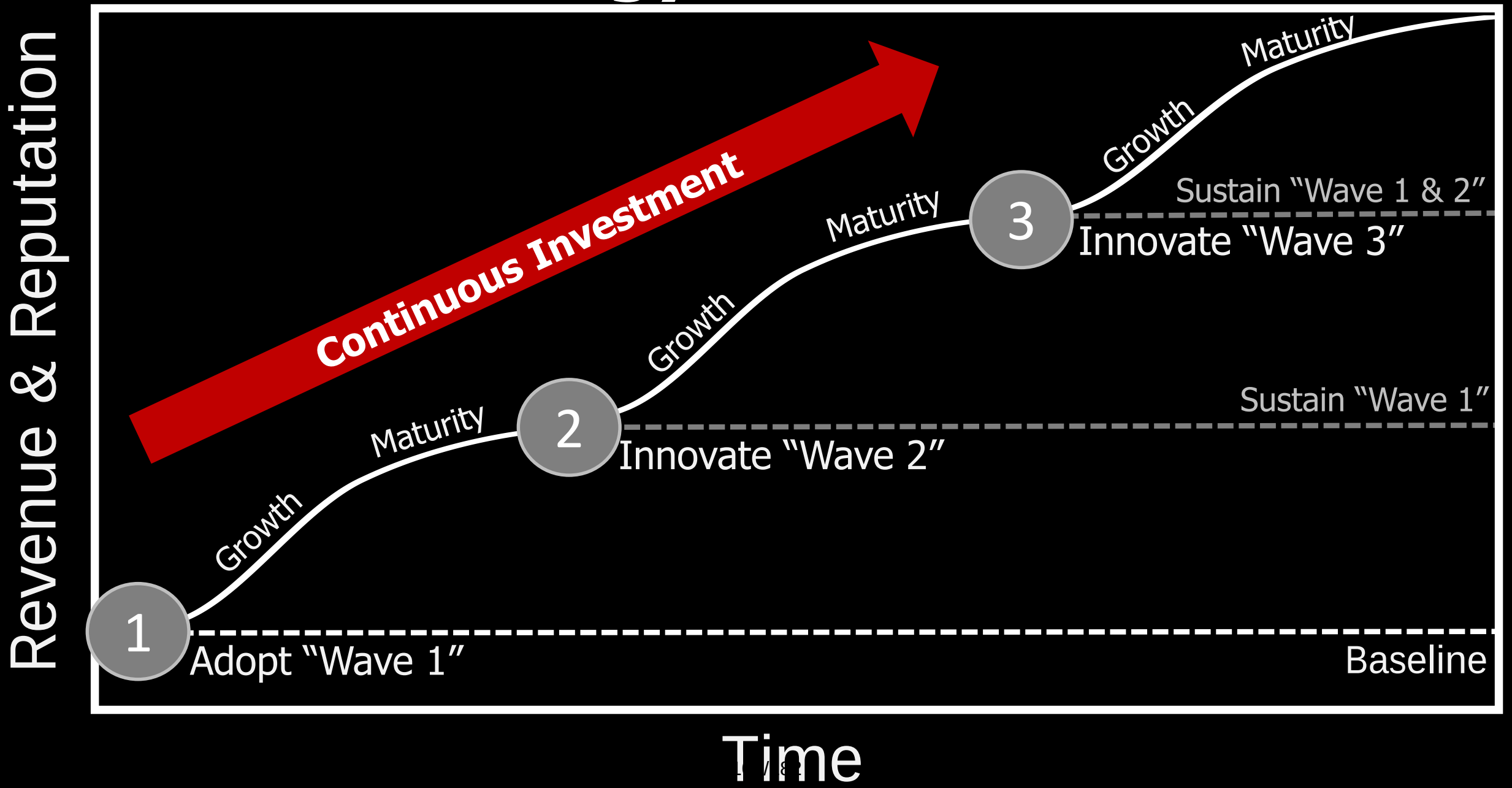



THRIVE
Launch

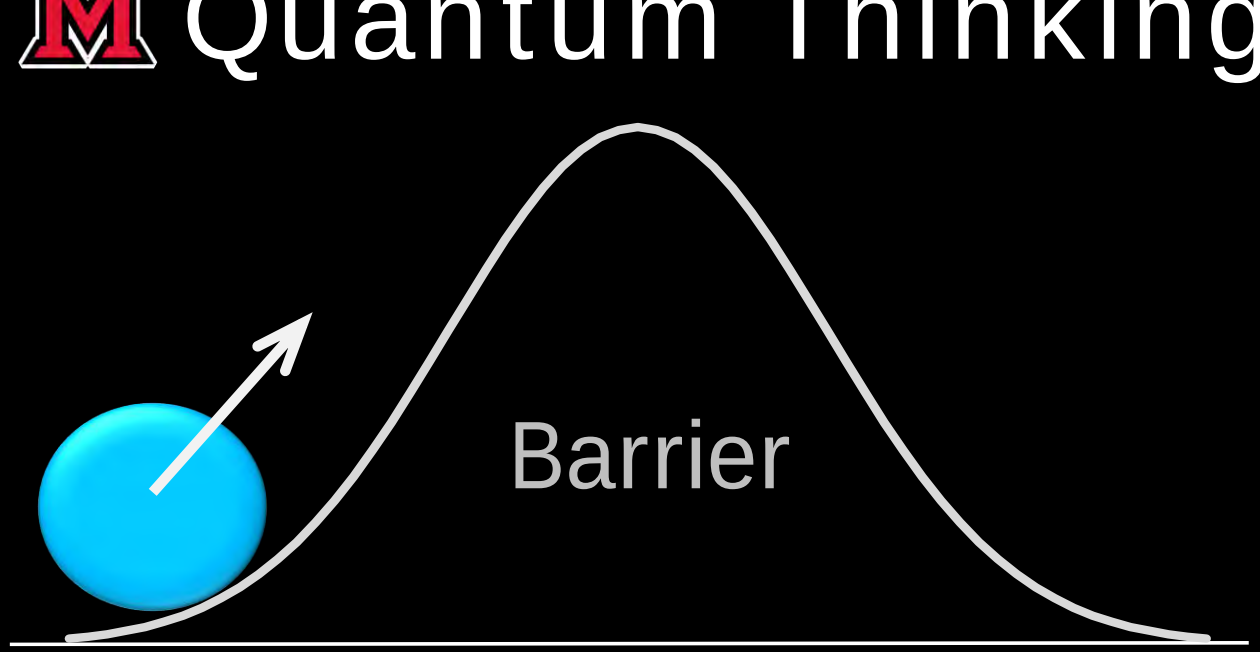
What is Next?

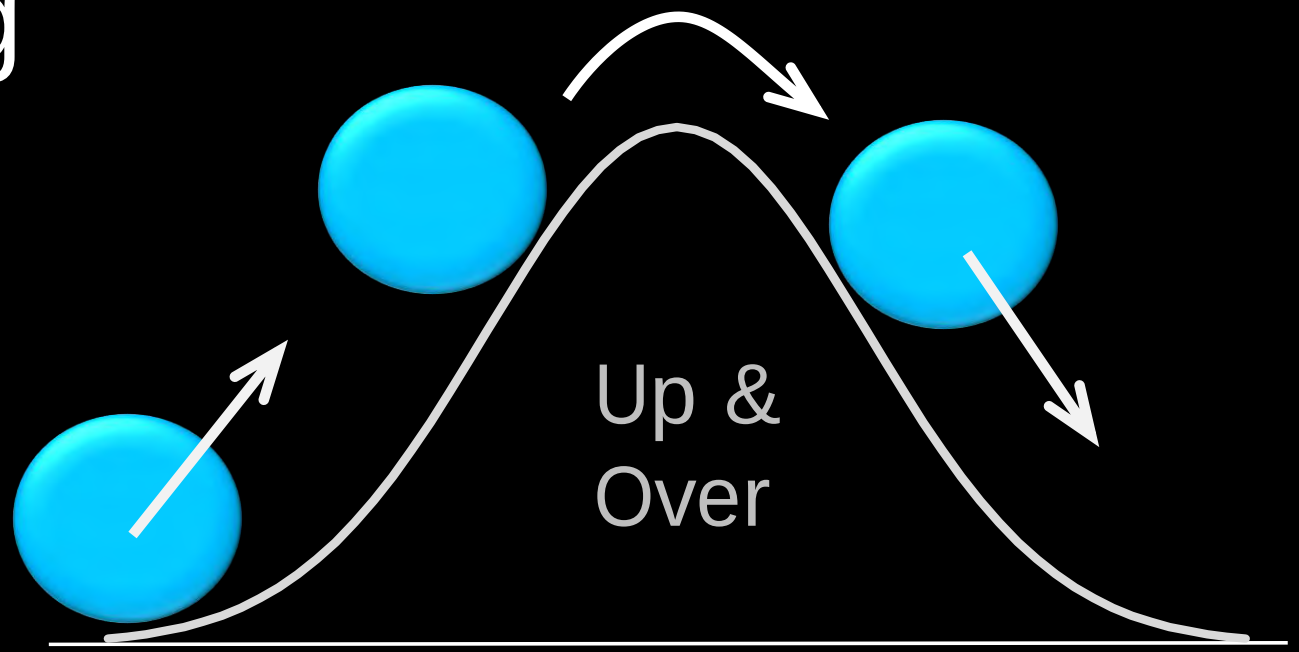


"Wave" Strategy

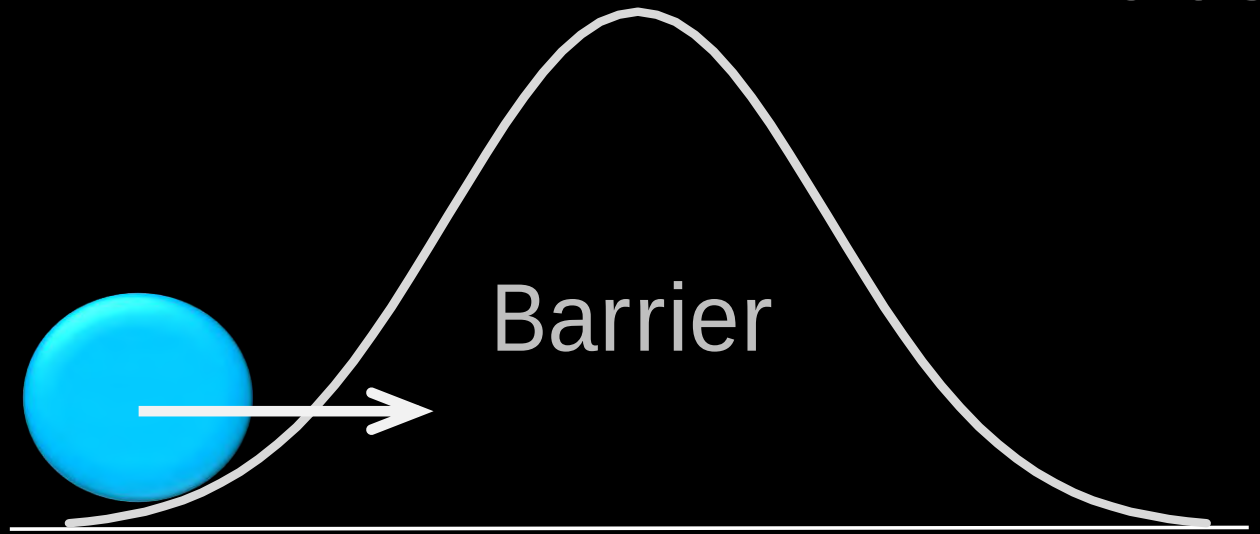


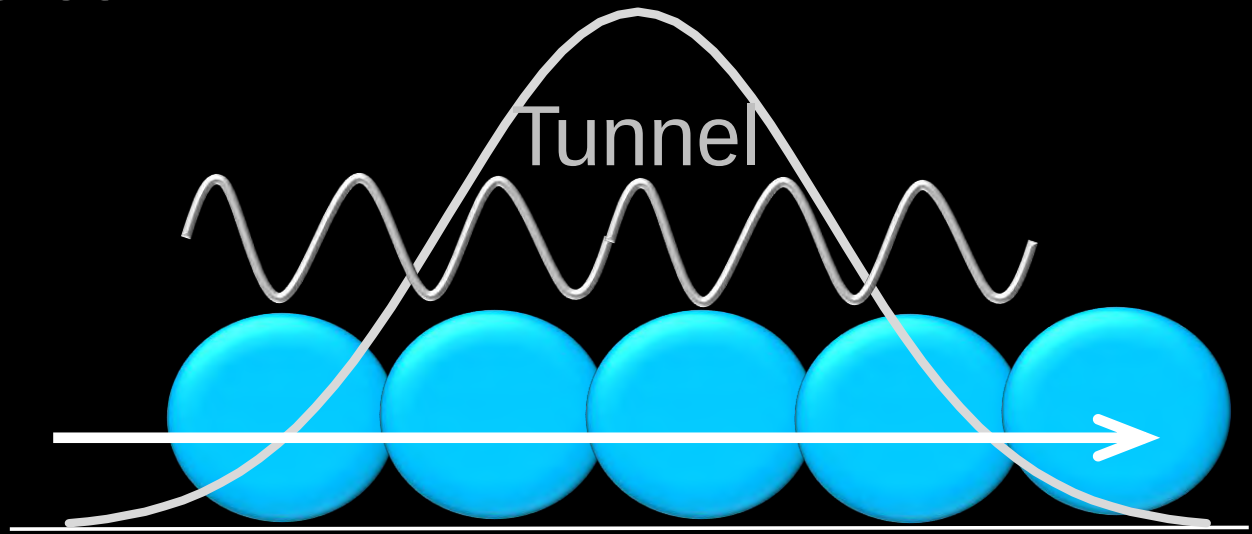
Quantum Thinking





Classical





Quantum

Unrivaled Athletic Excellence


7,889
Crowd
PEPSI
PEPSI
PEPSI
enterprise

Amazing Students

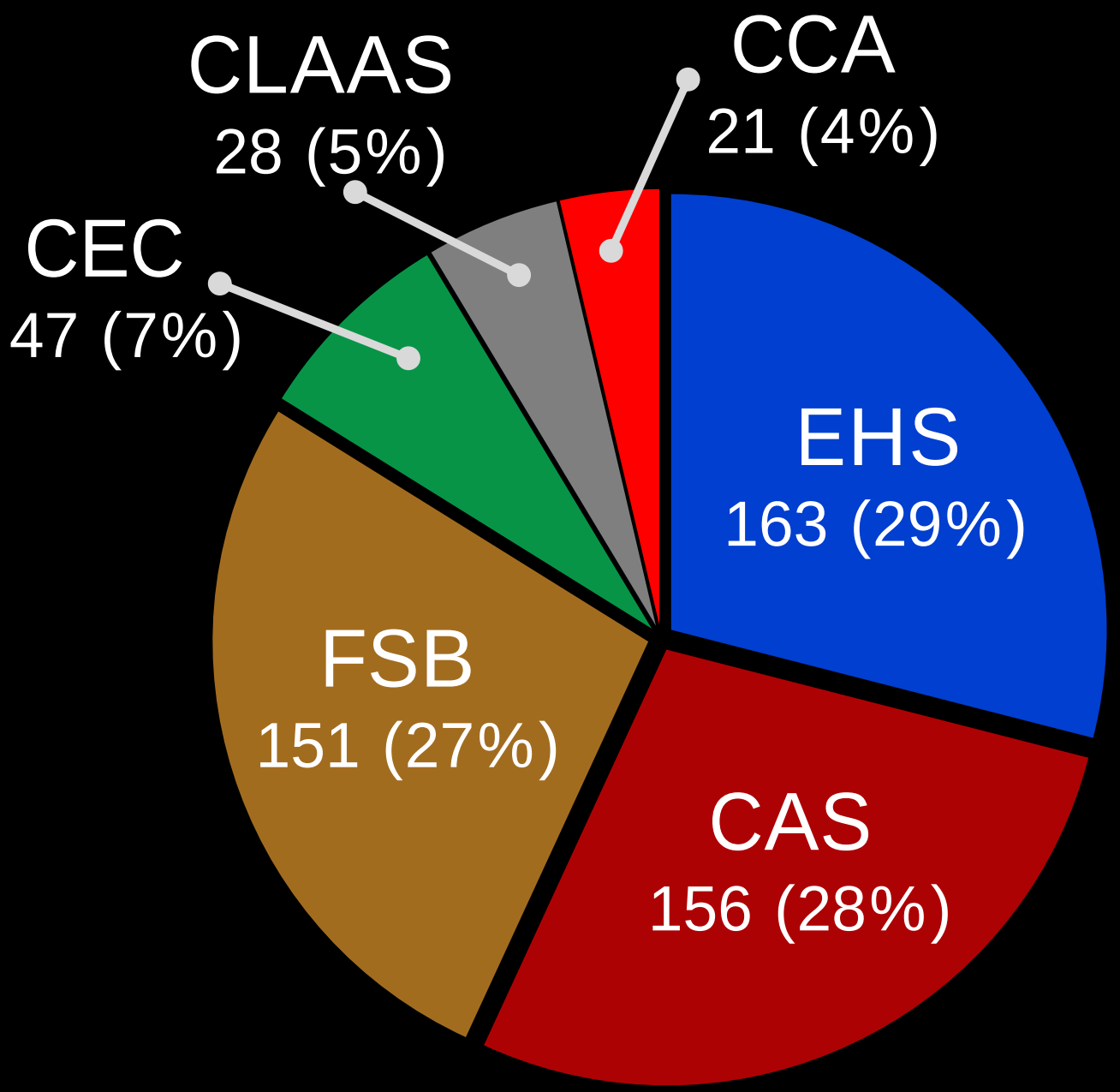
ROTC

Band

Glee Club

One Miami Weekend

Student-Athlete Excellence



Excellence Metrics

<GPA> = 3.29

561 Student-Athletes

40th Semester in Row >3.0

Perfect GPA = 4.0

47 Student-Athletes

5,200 Hours

Community Volunteerism

561 Student-Athletes

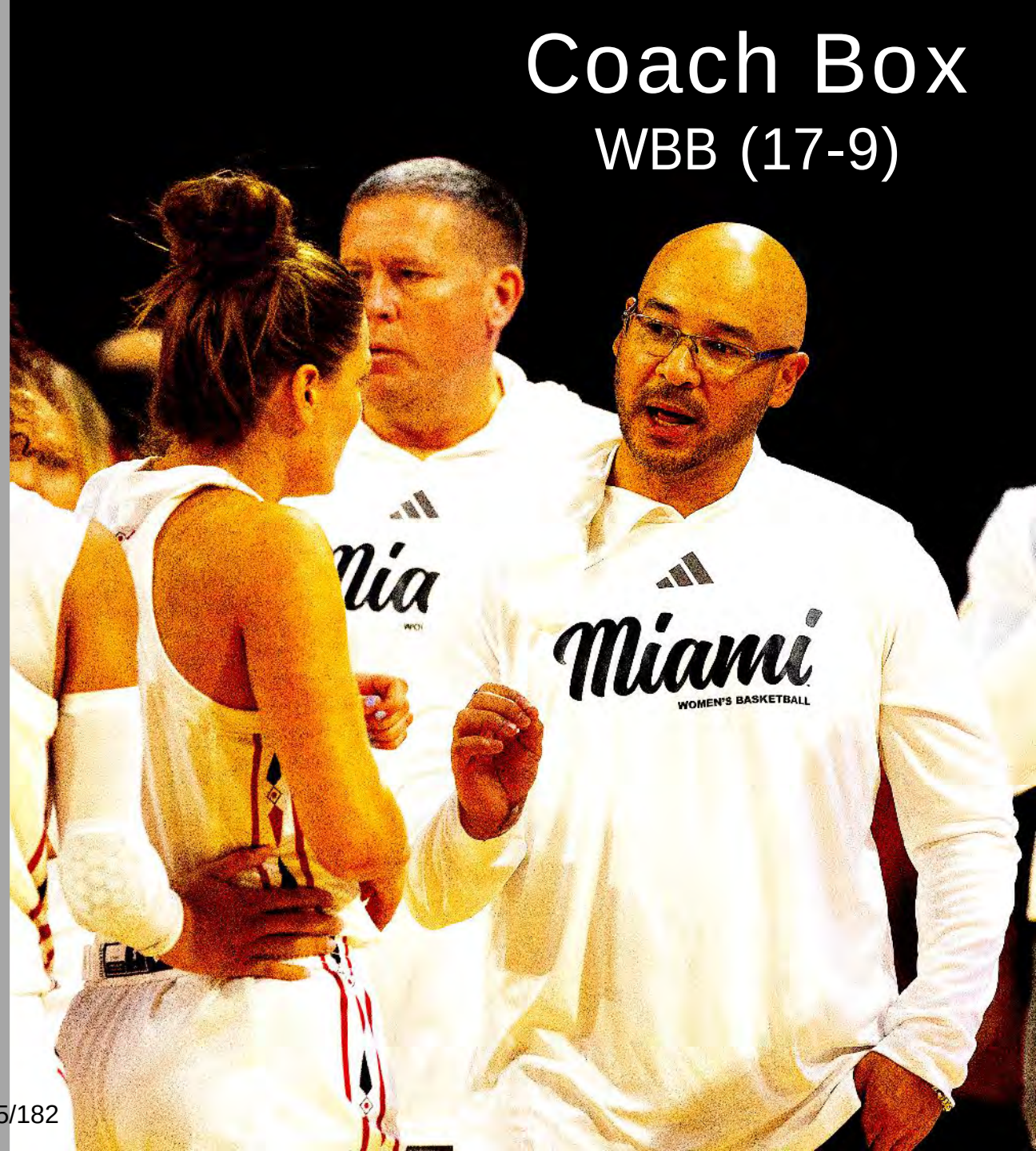
$225 M

Marketing Value

Electrifying Performance

Coach Steele

MBB (21-7)



Coach Box

WBB (17-9)


ESPN
MCBB T25
13 Arizona 70
Kansas St 73
Final
ARIZ > 3-pt FG: 2-22 (9%)
Love: 6 Pts (3-15 FG)
ESPN BET DOWNLOAD NOW
Must be 21+. Gambling problem? Call 1-800-GAMBLER.

Men’s Swim & Dive ‘25 Conference Champs

Coach Samantha Pitter (Coach of Year)

2025
Cradle of Coaches

Carolyn Condit
(Volleyball)

Iñako Puzo
(Field Hockey)

Sean Payton
(Football)

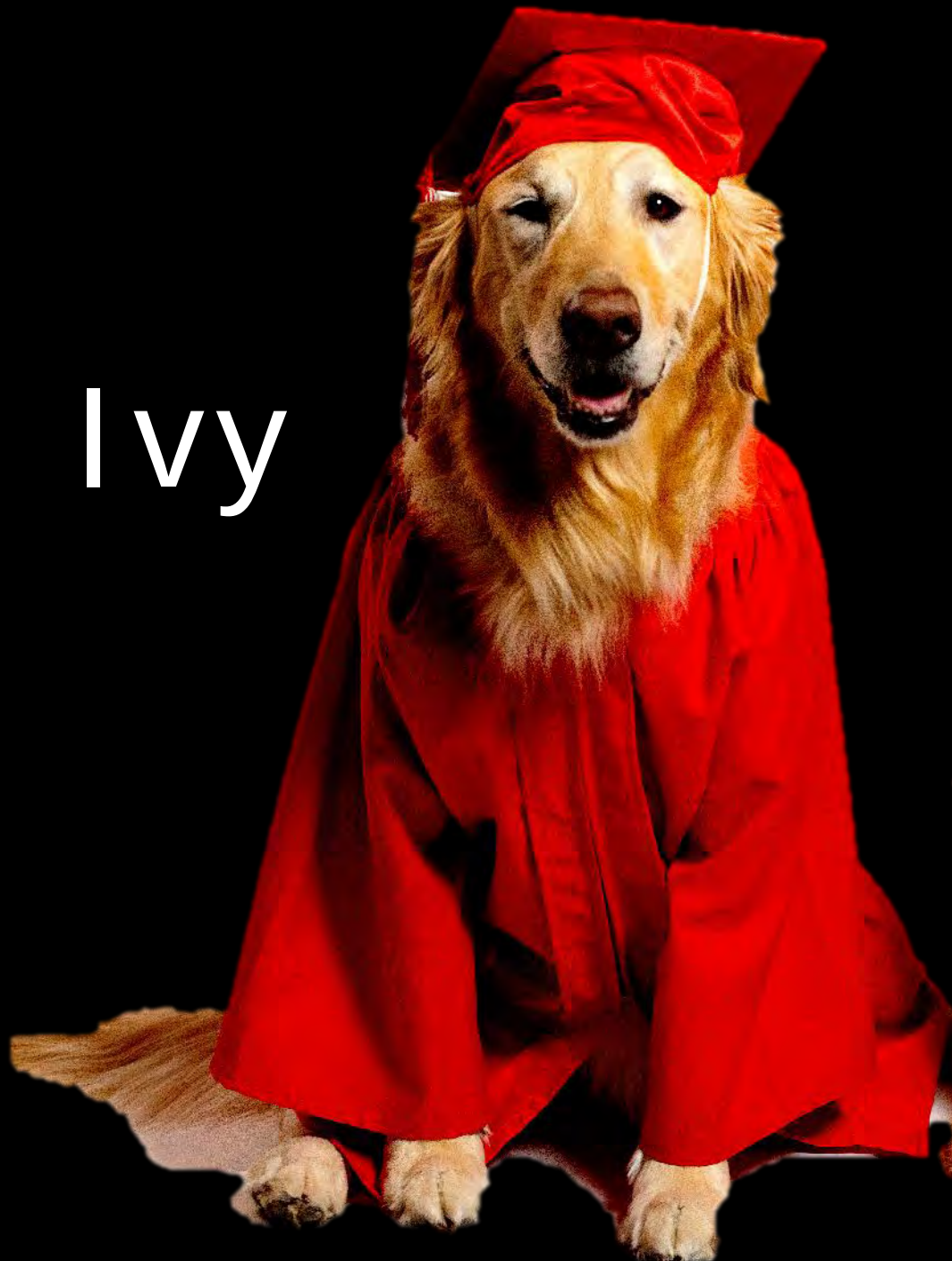
Vicki Korn
(Synchronized Skating)

Wendy Sweney
(Tennis)

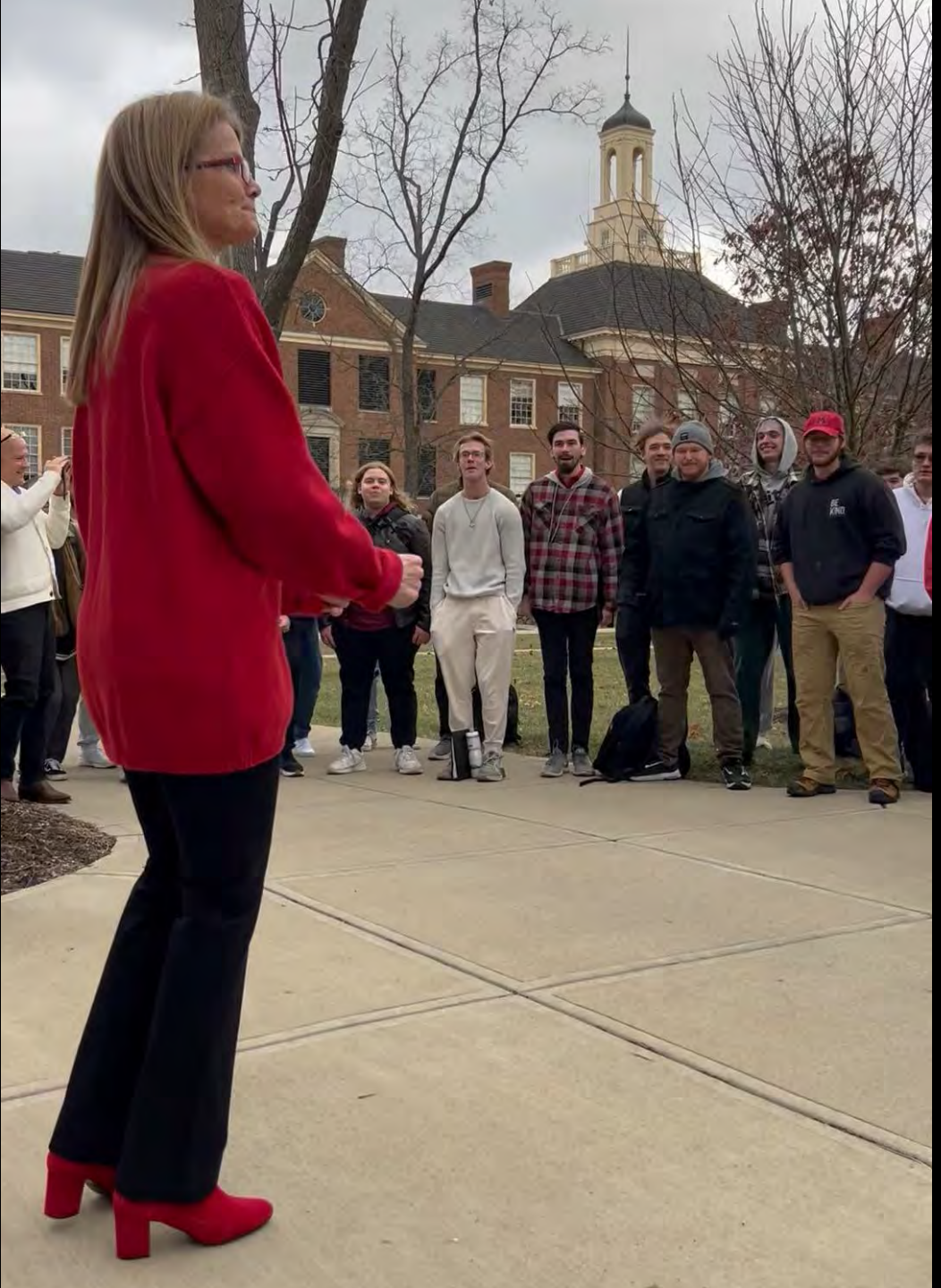
Staff Bootcamp

Paws & Smile

Ivy



Newton



2025
Valentine’s Day

Thank You!

MIAMI UNIVERSITY
OXFORD, OH • EST. 1809

Approved by the Board of Trustees
February 28, 2025

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

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

February 28, 2025
Academic Affairs

RESOLUTION R2025-26

BE IT RESOLVED that the Board of Trustees hereby approved the following faculty for promotion and tenure, and librarians for promotion and continuing contract, effective July 1, 2025:

First Name	Last Name	Division	Campus	Department	Promotion Recommendation
Sara	Arter	CLAAS	Hamilton	Nursing	Associate Professor and Tenure
Mithun	Bhowmick	CLAAS	Middletown	Mathematical and Physical Sciences	Associate Professor and Tenure
Jason	Boock	CEC	Oxford	Chemical, Paper, and Biomedical Engineering	Associate Professor and Tenure
Allison	Farrell	CAS	Oxford	Psychology	Associate Professor and Tenure
Elizabeth	Hutton	CAS	Oxford	English	Associate Professor and Tenure
Jeffrey	Kruth	CCA	Oxford	Architecture and Interior Design	Associate Professor and Tenure
Imran	Mirza	CAS	Oxford	Physics	Associate Professor and Tenure
Ally (Laila)	Murphy	CLAAS	Regionals	Education and Society	Associate Professor and Tenure
Tricia	Neu	CLAAS	Hamilton	Nursing	Associate Professor and Tenure
Paul	Reidy	EHS	Oxford	Kinesiology, Nutrition and Health	Associate Professor and Tenure
Sujay	Sabnis	EHS	Oxford	Educational Psychology	Associate Professor and Tenure
Matthew	Schwieterman	FSB	Oxford	Management	Associate Professor and Tenure
Zhe (Jay)	Shan	FSB	Oxford	Information System & Analytics	Associate Professor and Tenure
Jingjuan	She	CEC	Oxford	Mechanical & Manufacturing Engineering	Associate Professor and Tenure
Sydney	Shu	FSB	Oxford	Accountancy	Associate Professor and Tenure
Anne	Whitesell	CAS	Oxford	Political Science	Associate Professor and Tenure
Yibo (James)	Zhang	FSB	Oxford	Accountancy	Associate Professor and Tenure
Elena	Albarran	CAS	Oxford	History / Global and Intercultural Studies	Full Professor
Katherine	Batchelor	EHS	Oxford	Teaching, Curriculum and Educational Inquiry	Full Professor
Dawn	Blitz	CAS	Oxford	Biology	Full Professor
William	Brink	FSB	Oxford	Accountancy	Full Professor
Joomi	Chung	CCA	Oxford	Art	Full Professor
Caleb	Eckhardt	CAS	Oxford	Mathematics	Full Professor

Mack	Hagood	CAS	Oxford	Media, Journalism and Film	Full Professor
Elisabeth	Hodges	CAS	Oxford	French, Italian and Classical Studies	Full Professor
Tracey	Hoffman	CLAAS	Regionals	Education and Society	Full Professor
Paul	James	CAS	Oxford	Biology	Full Professor
Kelly	Knollman-Porter	CAS	Oxford	Speech Pathology and Audiology	Full Professor
Jeff	Kuznekoff	CLAAS	Middletown	Interdisciplinary and Communication Studies	Full Professor
Hongmei	Li	CAS	Oxford	Media, Journalism and Film	Full Professor
Xi	Liu	FSB	Oxford	Finance	Full Professor
Joel	Malin	EHS	Oxford	Educational Leadership	Full Professor
Pascal	Massie	CAS	Oxford	Philosophy	Full Professor
Beth	Miller	EHS	Oxford	Kinesiology, Nutrition and Health	Full Professor
Rosemary	Pennington	CAS	Oxford	Media, Journalism and Film	Full Professor
Brody	Ruihley	EHS	Oxford	Sport Leadership and Management	Full Professor
Lindsay	Schakenbach Regele	CAS	Oxford	History	Full Professor
Kyle	Timmerman	EHS	Oxford	Kinesiology, Nutrition and Health	Full Professor
David	Woods	CLAAS	Regionals	Computer and Information Technology	Full Professor
Kristen	Adams	University Libraries	Oxford	Advise & Instruct Dept.	Continuing contract and Associate Librarian
Laura	Birkenhauer	University Libraries	Oxford	Learning and Engagement Dept.	Continuing contract and Associate Librarian
Cara	Calabrese	University Libraries	Oxford	Access and Borrow Dept.	Continuing contract and Associate Librarian
Sarah	Nagle	University Libraries	Oxford	Create & Innovate Dept.	Continuing contract and Associate Librarian
Meng	Qu	University Libraries	Oxford	Web Services/Web Design Dept.	Continuing contract and Associate Librarian
Jaclyn	Spraetz	University Libraries	Oxford	Learning and Engagement Dept.	Continuing contract and Associate Librarian

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February 24, 2025
Academic and Student Affairs

RESOLUTION R2025-27

WHEREAS, University Senate on February 24, 2025 passed SR 25-10, endorsing a proposed degree and major, Electrical and Computer Engineering - Master of Engineering.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees hereby approves the establishment of a Electrical and Computer Engineering - Master of Engineering.

Approved by the Board of Trustees
February 28, 2025

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

EXECUTIVE COMMITTEE of UNIVERSITY SENATE
Rosemary Pennington, Chair, Senate Executive Committee
Nathan French, Chair Elect, Senate Executive Committee
Tracy Haynes, Past Chair, Senate Executive Committee
University Senate Website: https://www.miamioh.edu/academic-affairs/university-senate

February 24, 2025

To: Gregory P. Crawford, President
From: Elise Radina, Secretary of the University Senate
Re: Curriculum Approval
SR 25-10 Electrical and Computer Engineering - Master of Engineering

On February 24, 2025, University Senate adopted SR 25-10:

BE IT HEREBY RESOLVED that University Senate endorses the proposed program, Electrical and Computer Engineering - Master of Engineering

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

Approval of the President

I, Gregory P. Crawford, President of Miami University, approve/do not approve: Electrical and Computer Engineering - Master of Engineering

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

Gregory P. Crawford, President — Date: Feb 26, 2025

cc: Rosemary Pennington, Chair, Executive Committee of University Senate
Elizabeth R. Mullenix, Provost, Chair University Senate
Ted Pickerill, Secretary to the Board of Trustees and Executive Assistant to the President

New Program Proposal

Date Submitted: Thu, 26 Sep 2024 13:14:27 GMT

Viewing: : Electrical and Computer Engineering - Master of Engineering

Last edit: Thu, 26 Sep 2024 17:48:35 GMT

Changes proposed by: camerotm

Contact(s)

Name	Phone	Email
Mark Scott	5135290745	scottmj3@miamioh.edu
Chi-Hao Cheng	513-529-0752	chengc@MiamiOH.edu

General Bulletin Edition
2025-2026
Proposed start date
Fall 2025

Level
Graduate

Program Type
Major/Concentration within Existing Degree

Delivery site(s)
Oxford

CIP Code
141001 - Electrical and Electronics Engineering

Department
Electrical & Computer Engineer
Related Department

College
Col of Engineering & Computing
Related College

Degree
Master of Engineering

General Bulletin Title
Electrical and Computer Engineering - Master of Engineering

Program Code

Educator Preparation Programs:
Indicate the program request leads to educator preparation licenses or endorsements

Licensure:
No

Endorsement:
No

Rationale for the proposal
This program provides the department, the division, and the university with a way to increase revenue from fee-paying students with a 'minor incremental cost' of managing the non-thesis completion options described below.

Introduction

Brief summary of the request
Aside from the culminating experience coursework, all of the courses for the Master of Engineering (M. Eng.) in Electrical and Computer Engineering overlap with our existing Master of Science (M.S.) in Electrical and Computer Engineering. Students pursuing an M. Eng. in Electrical and Computer Engineering can earn their degree by fulfilling the coursework requirements laid out in this proposal at their own pace. The curriculum is designed to provide students with a solid background in Electrical and Computer Engineering. Another strong feature of the program is the incorporation of culminating experience. This includes an internship, an industrial practicum, or a non-thesis project. An M. Eng. in Electrical and Computer Engineering consists of 30 credit hours, can be completed within a year on a full-time basis, or pursued over a longer period of time by working professionals and non-traditional students.

Accreditation

Notification of appropriate agencies. Provide a statement indicating that the appropriate agencies (e.g., regional accreditors, specialized accreditors, state agencies, etc.) have been notified of the institution's request for authorization of the new program.

Upload documentation of the notification

Academic Leadership

Organizational structure

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

The program is housed in the Department of Electrical and Computer Engineering (ECE). The Graduate Program Director (GPD, currently Dr. Mark Scott) and the ECE Chair (Prof. Chi-Hao Cheng) are responsible for the administration of this program. The faculty that support the program are the Electrical and Computer Engineering faculty listed in this proposal (Chi-Hao Cheng, Veena Chidurala, Dmitriy Garmatyuk, Peter Jamieson, Gokhan Sahin, Mark Scott, Brian Swanson, Bryan Van Scoy, and Qihou Zhou) as well as other ECE or CEC faculty who teach the 500-level or 600-level courses listed as electives.

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

The administrators for this M. Eng. program are the Graduate Program Director (GPD), the ECE Department Chair, and the CEC Graduate Council Chair. The GPD, currently Mark Scott, is responsible for communicating with prospective applicants about the program. The GPD also works with the ECE Chair (Prof. Chi-Hao Cheng), the CEC Graduate Program Coordinator (Prof. Tim Cameron), and the CEC Director of Industrial Relations (Colleen Bush) to advertise the program and prepare a list of internship opportunities for the MEng students.

Upload this individual's CV/resume
ABET_Scott_2024_CV.docx
ABET_Cheng_2024_CV.docx

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

ECE Faculty meetings - meets biweekly during fall and spring
ECE Industrial Advisory Council - meets once a year

Program development

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

A key element of Miami's strategic planning is to "advance knowledge in the professional fields considered most in-demand throughout Ohio, the region, and the nation." For example, according to Intel.com (retrieved on June 22, 2022) "Intel is planning to invest more than $20 billion in the construction of two new leading-edge chip factories in Ohio to boost production to meet the demand for advanced semiconductors, power a new generation of innovative products from Intel, and serve the needs of foundry customers." This M. Eng. program can potentially train highly-skilled professionals for Ohio industries. As

described in this proposal, this MEng program will help to "prepare students with the versatile skills and mindset to meet the needs of a demanding and dynamic workforce".

Indicate whether the institution performed a needs assessment/market analysis to determine a need for the program. If so, briefly describe the results of those findings.

If completed, upload the full analysis

Indicate whether the institution consulted with advisory groups, business and industry, or other experts in the development of the proposed program. If so, briefly describe the involvement of these groups in the development of the program.

The ECE department consulted with its Industrial Advisory Board during its annual meeting in, and they strongly support the proposal.

Indicate whether the proposed program was developed to align with the standards of a specialized or programmatic accreditation agency. If so, indicate whether the institution plans to pursue programmatic/specialized accreditation for the proposed program and provide a timeline for achieving such accreditation. If the program is already accredited, indicate the date that accreditation was achieved and provide information on the next required review.

This M. Eng. program does not require ABET accreditation. Nevertheless, for the HLC, the program and course outcomes will be assessed according to the ECE department's guidelines while following the general criteria from Miami University's assessment process, and those established by ABET for engineering programs. The GPD, the ECE Chair, and the Electrical and Computer Engineering faculty will be responsible for the assessment of the program and course outcomes. These assessments will be reported annually to Miami University.

Collaboration with other Ohio institutions

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

Unknown

Indicate whether the proposed program was developed in collaboration with another institution in Ohio. If so, briefly describe the involvement of each institution in the development of this request and the delivery of the program.

n/a

Student Services

Admissions policies and procedures

Describe the admissions requirements for the program. In your response, highlight any differences between the admission requirements for the program and for the institution as a whole.

Applicants must have completed their B.S. degree to enroll in this program, and no B.S./M.S. double
counting of courses is allowed. Potential applicants for the program can hold a B.S. degree in other engineering disciplines, computer science, mathematics, or physics. Similar to the Master of Science
(M.S.) in ECE, the requirements are a minimum GPA of 2.75, a curriculum vitae, a statement of purpose,
and three letters of recommendation. For international applicants, a TOEFL score of at least 95 or
equivalent English proficiency test as allowed for by the graduate school.
Non-engineering students will be required to complete the following prerequisites before formally
being admitted to this M. Eng program:

i. Differential Equations for Engineers (MTH 245) or Linear Algebra and Differential Equations for
Engineers (MTH 246),
ii. ECE 205
iii. ECE 306
iv. A subset of those courses as per the advisor and graduate committee's permission

Students who wish to enroll in any electives offered by the other CEC departments will need additional prerequisites or the permission of the instructor.

Student administrative services

Indicate whether the student administrative services (e.g., admissions, financial aid, registrar, etc.) currently available at the institution are adequate to support the program. If new or expanded services will be needed, describe the need and provide a timeline for acquiring/implementing such services.

The existing services are adequate.

Student academic services

Indicate whether the student academic services (e.g., career services, counseling, tutoring, ADA, etc.) currently available at the institution are adequate to support the program. If

new or expanded services will be needed, describe the need and provide a timeline for acquiring/implementing such services.

The existing services are adequate.

Description of the program to display in the General Bulletin.

The Master of Engineering (M. Eng.) in Electrical and Computer Engineering offers a course-intensive program with a culminating experience (internship, industrial practicum, or a non-thesis project). The program's mission is to prepare graduates with the versatile skills and mindset to meet the needs of a demanding and dynamic career in electrical/electronic, computer, and robotics industries. Students have the opportunity to gain experience in areas including artificial intelligence, machine learning, communications and networking, computer engineering, robotics and control, electromagnetics, power conversion, radars, signal processing, and others.

Course offerings

Bulletin Requirement Listing

Program Requirements

(30 semester hours required)

Students design a program of study in consultation with a faculty advisor.

Note: Applicants must have completed an undergraduate degree to enroll in this program, and no BS/MS double counting of courses is allowed.

Course List

Code	Title	Credit Hours
Culminating Experience [1]		3-6
ECE 640	Internship	
ECE 704	Non-Thesis Project	
ECE 711	Industrial Practicum	
Electrical and Computer Engineering Courses [2]		15
Select from the following:		
ECE 511	Sensors and Data Fusion with Robotics Applications	

Course List

Code	Title	Credit Hours
ECE 514	Design and Modeling of Robotic Systems	
ECE 525	Digital Signal Processing	
ECE 526	Biomedical Signal Analysis and Machine Learning	
ECE 527	Radar Signal Processing	
ECE 529	Digital Image Processing	
ECE 530	Electromagnetics in Wireless Sensing and Communications	
ECE 536	Control of Dynamic Systems	
ECE 553	Communication Systems	
ECE 561	Network Performance Analysis	
ECE 570	Special Topics	
ECE 587	Computer Aided Design Tools for Computer Engineering	
ECE 591	Power Systems Engineering	
ECE 593	Power Electronics	
ECE 597	Electric Vehicle Technology	
ECE 601	State Variables for Engineers	
ECE 625	Course ECE 625 Not Found	
ECE 661	Advanced Optical Network Architectures	
Elective Courses		
Select 12 hours from unused ECE courses (above) or elective courses (below).		12
Total Credit Hours		30-33

[1]

Students must register for at least 3 credit hours of ECE 640, ECE 704, or ECE 711 for their culminating experience. The student will write a summary report and make a formal presentation, which should be evaluated and approved by a committee of at least two (2) members with Miami University graduate-level A or B standing.

[2]

Students design a program of study in consultation with their faculty advisor. Students are required to complete a minimum of 15 ECE credit hours but may take up to 27 credit hours to fulfill the requirements for the degree.

Elective Courses

While not required, students may select up to 12 credit hours in related disciplines. In addition, students may petition the ECE Graduate Committee to approve courses outside of the list below.

Course List

Code	Title	Credit Hours
CPB 612	Engineering Analysis	3
CSE 532	Machine Learning	3
CSE 543	High Performance Computing & Parallel Programming	3
CSE 556	Bioinformatic Principles	3
CSE 564	Course CSE 564 Not Found	3
CSE 565	Comparative Programming Languages	3
CSE 567	Course CSE 567 Not Found	3
CSE 573	Automata, Formal Languages, and Computability	3
CSE 584	Algorithms II	3
CSE 586	Introduction to Artificial Intelligence	3
CSE 588	Image Processing & Computer Vision	3
CSE 616	Simulation of Physical Systems	3
CSE 617	Advanced Networks	3
MME 595	Introduction to Applied Nonlinear Dynamics	3
MME 612	Engineering Analysis	3
MTH 525	Number Theory	3
MTH 532	Optimization	3
MTH 537	Game Theory and Related Topics	3
MTH 538	Theory and Applications of Graphs	3
MTH 551	Introduction to Complex Variables	4

Course List

Code	Title	Credit Hours
MTH 553	Numerical Analysis	3
MTH 591	Introduction to Topology	3
MTH 632	Advanced Optimization	3
MTH 638	Advanced Graph Theory	3
MTH 641	Functions of a Real Variable	4
MTH 651	Functions of a Complex Variable	4
PHY 541	Optics and Laser Physics	4
PHY 561	Electromagnetic Theory	4
PHY 571	Course PHY 571 Not Found	3
PHY 623	Course PHY 623 Not Found	3
PHY 691	Modern Quantum Physics	4
PHY 692	Modern Quantum Physics	4
STA 527	Introduction to Bayesian Statistics	3
STA 562	Inferential Statistics	3
STA 563	Regression Analysis	4
STA 567	Statistical Learning	3
STA 583	Analysis of Forecasting Systems	3

Plan of Study/ Roadmap

This program offers flexibility in choosing electives that meet the career goals of students. The road map depends on the courses each student chooses and the prerequisites for those courses.

Thesis
Non-Thesis

Non-Thesis Explanation
Students will have the option to take either 3-6 credit hours of ECE 704 (a non-thesis project mentored by an engineering faculty) or choose between 3-6 credit hours of ECE 640 (Internship) or 3-6 credit hours of ECE 711 (Industrial Practicum).

Students who choose the non-thesis project must present their project to a committee

formed by a minimum of two faculty members and will need to take an additional 24 - 27 credit hours towards the coursework requirement.

Off site program components
Co-op/Internship/Externship

Brief description of Co-op/Internship/Externship component
Students who choose an internship experience will be required to spend at least 8 weeks in industry. The College of Engineering and Computing (CEC) has a designated Director of Industrial Relations. This has resulted in identification of internship opportunities for CEC students. During the course of the internship, students will enroll in ECE 640. At the conclusion of the internship, students are required to submit an extensive report detailing the relationship between the work experience and the objectives of the MEng program, along with a self-evaluation survey. Furthermore, a detailed student performance report will be sought from the employer. The student's and employer's report will enable the instructor of the class to submit a letter grade for the student. ECE currently offers non-mandatory internship experiences for students (0 credit hours).

Students who choose an industrial practicum will apply their engineering coursework or research methodologies to the analysis and solution of an industrial problem in the electrical and computer engineering fields for at least 8 weeks. During the course of the industrial practicum, students will enroll in ECE 711. At the conclusion of the practicum, students are required to submit an extensive report detailing the relationship between the work experience and the objectives of the MEng program, along with a self-evaluation survey. In addition, a detailed student performance report will be sought from the employer. The student's and employer's report will enable the instructor of the class to submit a letter grade for the student. ECE currently does not offer industrial practicum experiences for students.

Assessment and Evaluation

Program assessment

Upload a copy of the assessment requirements/plan

List at least 3 specific student learning outcomes (SLOs) that the students are expected to achieve by the time they complete the program. If the program includes liberal education course(s), articulate any specific linkages between your stated SLOs and Miami Plan principles or competencies.

• SLO #1: Apply analytical techniques to solve engineering problems.
• SLO #2: Demonstrate the ability to define a problem, perform background research, identify a project or research methodology to address the problem, and contribute towards solutions or further understanding of the problem.
• SLO #3: Communicate effectively, in writing and presentations, the results of research or

project work.
• SLO #4: Demonstrate the ability to apply knowledge, beyond the undergraduate level, of electrical and computer engineering.

Identify courses (and examinations or assignments within them) or other culminating projects where these outcomes are emphasized and can be measured, especially near the point of graduation. If relevant, specify any licensing or external exams you intend to use.

Most 500-level and 600-level classes

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

The same evaluations that are currently used in our M.S. program.

Describe the sampling procedure. What percentage of your student body will comprise your sample? If the sample size is small, make the case that they adequately represent the whole.

The same procedure that is currently used in our MS program.

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

The same procedure that is currently used in our MS program.

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

The same procedure that is currently used in our MS program.

Describe your plans for a regular faculty meeting in which faculty discuss assessment data findings and make plans for improvement of teaching and learning based upon the data.

The same procedure that is currently used in our MS program.

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

The ECE Graduate Director (Currently, Dr. Mark Scott)

Other means of measuring student success

In addition to program assessment, describe the other ways that individual student success in the proposed program will be measured (e.g., exit interviews, job placement, alumni surveys). Describe the measurements to be used, frequency of data collection and how the results will be shared and used for program improvement.

1. Confidential exit surveys (every year)
2. Confidential interviews (every year) with:
(i) Program Director or Department Chair, and
(ii) ECE External Advisory Council
3. Job placement data (every year)

Faculty

Faculty appointment policies

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

The same criteria as the existing M.S.

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

The same criteria as the existing M.S.

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

No

Program faculty

Provide the number of existing faculty members available to teach in the proposed program.
Full-time:
13
Less than full-time:

Provide an estimate of the number of faculty members to be added during the first two years of program operation.
Full-time:
0
Less than full-time:

Expectations for professional development/scholarship

Describe the institution's general expectations for professional development/scholarship activities by the proposed program's faculty. In your response, describe any differences in the expectations for tenure-track vs. non tenure-track faculty and for full-time vs. part-time faculty. Indicate the financial support provided for such activities.

The faculty in Electrical and Computer Engineering department will be involved in this program. Expectations for professional development and scholarship activities will be the same as for any faculty in the department, as laid out in the departmental governance documents.

Upload a faculty handbook outlining the expectations and documenting support

Faculty matrix

Upload faculty matrix/CVs
Faculty Matrix_MEng_ECE.docx

Library Resources

Describe the involvement of a professional librarian in the planning for the program (e.g., determining adequacy of current resources, working with faculty to determine the need for additional resources, setting the budget for additional library resources/services needed for the program). Please list the name of the librarian consulted.

The current Miami University Library holdings are sufficient to support the proposed M. Eng. in Electrical and Computer Engineering.

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

Print and digital media currently serving the existing Electrical and Computer Engineering program will also serve the proposed M.Eng. program.

Describe any additional library resources that will be needed to support the request and provide a timeline for acquiring/implementing such services. Where possible, provide a list of the specific resources that the institution intends to acquire, the collaborative arrangements it intends to pursue, and monetary amounts the institution will dedicate to the library budget to support and maintain the proposed program.

Not applicable

Budget, Resources, and Facilities

Resources and facilities

List the facilities/equipment currently available for the program. Where possible, provide a list of the specific resources that the institution intends to acquire, the collaborative arrangements it intends to pursue, and monetary amounts the institution will dedicate to the library budget to support and maintain the proposed program.

The existing teaching and research facilities with in the department of electrical and computer engineering are sufficient for the M. Eng. Program. No additional equipment or resources is anticipated for offering this course-intensive M. Eng. program.

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

Not applicable.

Budget/financial planning

Upload Fiscal Impact Statement for New Degree Programs
Fiscal Impact Statement for MEng ECE.xlsx

Use narrative to provide additional information as needed

Not applicable.

Additional comments
Removed the "Thesis and Project Research Courses" table.
Changed program type to new major within existing degree.

Reviewer Comments
Jennifer Cradduck (cradduj) (Thu, 12 Sep 2024 20:14:02 GMT): Rollback: Please update the program type as this is not a new degree (MEng already exists). Also, please make sure the program requirements are clear as to the minimum number of hours required for the ECE courses and the elective courses. Can a student complete all 27 hours of ECE courses without any from the elective list? That's what it seems in the table, but the description for the electives is unclear.
Mark Scott (scottmj3) (Thu, 12 Sep 2024 21:12:27 GMT): I tried adding the footnote below for the 'Program Requirements', but it did not save. Could you alter the workflow for me? 2. Students are required to complete a minimum of 15 ECE credit hours but may take up to 27 credit hours to fulfill the requirements for their degree.
Jennifer Cradduck (cradduj) (Fri, 13 Sep 2024 12:06:38 GMT): Rollback: The text below "Elective Courses" indicates 6-9 credit hours must be taken. Please clarify.

Chi-Hao Cheng (chengc) (Fri, 20 Sep 2024 13:56:53 GMT): ECE 711 : Industrial Practicum is in the CIM system to be approved by the Senate and should be ready before this program is implemented.
Courtney Thompson (kuhlmace) (Tue, 24 Sep 2024 21:28:45 GMT): Rollback: Is the "Thesis and Project Research Courses" table necessary? These are the same courses as those in the "Culminating Experience".
Courtney Thompson (kuhlmace) (Thu, 26 Sep 2024 12:49:52 GMT): Rollback: Please correct the program type. This is a new major under an existing degree.

Supporting documents

Key: 565

Select any proposals you would like to bundle together for approval. Only proposals you have saved are available to bundle.

Bundle Title:

Course:

☐ Proposal A

Program:

☐ Proposal B

MIAMI UNIVERSITY
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BOARD OF TRUSTEES
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OXFORD, OHIO 45056
(513) 529-6225 MAIN
(513) 529-3911 FAX
WWW.MIAMIOH.EDU

February 24, 2025
Academic and Student Affairs

RESOLUTION R2025-28

WHEREAS, University Senate on February 24, 2025 passed SR 25-11, endorsing a proposed degree and major, Engineering - Doctor of Philosophy.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees hereby approves the establishment of an Engineering - Doctor of Philosophy.

Approved by the Board of Trustees
February 28, 2025

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

EXECUTIVE COMMITTEE of UNIVERSITY SENATE
Rosemary Pennington, Chair, Senate Executive Committee
Nathan French, Chair Elect, Senate Executive Committee
Tracy Haynes, Past Chair, Senate Executive Committee
University Senate Website: https://www.miamioh.edu/academic-affairs/university-senate

February 24, 2025

To: Gregory P. Crawford, President
From: Elise Radina, Secretary of the University Senate
Re: Curriculum Approval
SR 25-11 Engineering - Doctor of Philosophy

On February 24, 2025, University Senate adopted SR 25-11:

BE IT HEREBY RESOLVED that University Senate endorses the proposed program, Engineering - Doctor of Philosophy

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

Approval of the President

I, Gregory P. Crawford, President of Miami University, approve/do not approve: Engineering - Doctor of Philosophy

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

Gregory P. Crawford, President — Date: Feb 26, 2025

cc: Rosemary Pennington, Chair, Executive Committee of University Senate
Elizabeth R. Mullenix, Provost, Chair University Senate
Ted Pickerill, Secretary to the Board of Trustees and Executive Assistant to the President

New Program Proposal

Date Submitted: Tue, 12 Nov 2024 21:51:20 GMT

Viewing: : Engineering- Doctor of Philosophy

Last edit: Tue, 25 Feb 2025 14:26:55 GMT

Changes proposed by: camerotm

Contact(s)

Name	Phone	Email
Tim Cameron	90713	camerotm@miamioh.edu

General Bulletin Edition
2025-2026
Proposed start date
Fall 2025

Level
Graduate

Program Type
Major/Concentration within Existing Degree

Delivery site(s)
Oxford

CIP Code
14.0101, 14.9999 - 14.0101, 14.9999

Department
Col of Engineering & Computing
Related Department
Physics

College
Col of Engineering & Computing
Related College
College of Arts and Science

Degree
Doctor of Philosophy

General Bulletin Title
Engineering- Doctor of Philosophy

Program Code

Educator Preparation Programs:
Indicate the program request leads to educator preparation licenses or endorsements

Licensure:
No

Endorsement:
No

Rationale for the proposal
1. Strong Demand: According to Gray Decision Intelligence, there is strong demand among employers and prospective students for PhDs in the engineering disciplines Miami offers. These disciplines are in percentiles 91-99 for overall market demand at the PhD level in the nation (percentiles 88-99 in Ohio) among all academic disciplines by CIP code.
2. Increase in fee-paying students: Many prospective graduate students, especially internationals, only consider schools with PhD programs. We believe the PhD program will increase the number of fee paying students (master's and entry-level Ph.D. students) who will come with the hope of receiving GA support after demonstrating their capability.
3. Recruit and retain high quality faculty: A PhD in Engineering will help CEC recruit and retain high quality faculty. Several faculty members have left CEC for PhD-granting institutions saying that they need PhD students to be successful in their research. Several prospective faculty have turned down offers from CEC saying that they wanted/needed to be in a PhD-granting institution for their research and Miami would have been their first choice if we had a PhD program.
4. Greater support for undergraduate research: CEC faculty have limited bandwidth to mentor UG research. A PhD program will expand the research activities of CEC and provide more opportunities for UGs to work with graduate students and post-docs on research, as well as with faculty.
5. State finiancial support: As part of the Miami Thrive initiative, Dr. Crawford is seeking significant state support for this program.
6. Federal grant opportunities: 90% of federal grants from NSF, NIH, etc., go to institutions with Ph.D. programs. A Ph.D. program will increase our competitiveness for grants from federal agencies.

Introduction

Brief summary of the request
CEC requests approval to offer a Doctor of Philosophy (Ph.D.) degree in Engineering with concentrations that align with department and faculty expertise: Biomedical Engineering, Chemical Engineering, Electrical and Computer Engineering, Mechanical and Manufacturing Engineering, and Robotics and Automation engineering. We also propose to include an Engineering Physics concentration in collaboration with the Department of Physics.

Accreditation

Notification of appropriate agencies. Provide a statement indicating that the appropriate agencies (e.g., regional accreditors, specialized accreditors, state agencies, etc.) have been notified of the institution's request for authorization of the new program.

Upload documentation of the notification

Academic Leadership

Organizational structure

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

The PhD in Engineering will be housed in the College of Engineering and Computing, but will include representation from the Department of Physics. From top to bottom the reporting structure is: University President -> University Provost and Executive Vice President for Academic Affairs -> Dean of the College of Engineering and Computing(*) -> Associate Dean for Graduate Studies, Research and Innovation -> CEC Graduate Council(*) -> department chairs (CPB, CSE, ECE, MME, PHY) -> department faculty.

(*) The CEC Dean will consult the CAS Dean on any significant matters affecting the Physics concentration. A Physics representative will be added to the CEC Graduate Council for matters relating to the Physics concentration. The Physics representative will inform the CAS Dean and Physics Chair of any pertinent matters affecting the Physics concentration.

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

[CEC] Associate Dean for Graduate Studies, Research, and Innovation: The Assoc Dean chairs the CEC Graduate Council and serves on the Graduate Coordination Committee. Division-level [CEC] policies for the PhD in Engineering are decided by the CEC Graduate Council with representatives from each department (CPB, CSE, ECE, MME, and PHY(*)). The Assoc Dean, with the CEC Graduate Council, oversees the admission process, the awarding of GAs, curricular policies, the petition process (for accepting transfer credits or allowing alternatives for fulfilling any requirements), and candidacy, dissertation and dissertation defense requirements.

(*) Rather than creating separate grad councils for different programs, we propose to use the existing CEC Grad Council, with the addition of a Physics representative. The CEC Grad Council Governance Document will be revised to clarify the role of each representative and identify matters on which each member has voting privileges.

- This Assoc Dean position is currently vacant, but the position is approved. A search is underway with on-campus interviews anticipated for December 2024. The position may be filled as early as January 2025, but fall 2025 is more likely.

Upload this individual's CV/resume

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

The CEC Graduate Council comprises the CEC Assoc Dean for Graduate Studies, Research, and Innovation, the Graduate Directors of CPB, CSE, ECE, and MME, and a represenative of PHY. The PHY representative, appointed by the PHY Dept, will be added for matters affecting the PHY concentration. The CEC and CAS deans, other associate deans, and department chairs are ex officio members. The CEC Grad Council meets as needed, but at least once a semester. Members serve one-year appointments and may be re-appointed indefinitely.

Program development

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

In keeping with the mission, values, and liberal education tradition of Miami University, the overarching objective of the Ph.D. in Engineering program is to equip and "empower students to use their knowledge and skills with integrity and compassion to improve the future of our global society." The Ph.D. in Engineering will require students to demonstrate the broader impact of their work toward meeting a societal need in one or more of the following co-curricular areas: (1) an application to a problem facing industry in Ohio that provides an improvement to the quality or efficiency of a product or process, (2) an entrepreneurial opportunity arising from a new product or process that can create new jobs in Ohio, (3) an application to a social or humanitarian problem that improves the quality of life for people dealing with injuries, physical or mental health problems, natural disasters, access to adequate food, shelter, or clothing, clean air and water, etc., or (4) a pedagogical innovation that promotes learning and equips the graduate and others for teacher-scholar roles.

Indicate whether the institution performed a needs assessment/market analysis to determine a need for the program. If so, briefly describe the results of those findings.

Gray Decision Intelligence market demand analysis was performed for National and Ohio markets for Ph.D.-level programs in the main engineering disciplines at Miami. These disciplines are all ranked in percentiles 91-99 compared to all Ph.D.-level CIP codes for the National market (percentiles 88-99 for the Ohio market). The Gray analysis accounts for employment prospects, student demand, and competitive intensity. U.S. Bureau of Labor

Statistics data were also consulted for most of the concentration areas to determine projected job growth rates. Job growth projections for 2023-2033 range from 7% to 11% for these engineering disciplines. (BLS does not separate job growth projections by BS, MS, or PhD level.) These data are in the attachment.

If completed, upload the full analysis
CEC PhD Market Demand Summary for CCGS.pdf

Indicate whether the institution consulted with advisory groups, business and industry, or other experts in the development of the proposed program. If so, briefly describe the involvement of these groups in the development of the program.

Dean Sukumaran and department chairs have consulted their advisory boards concerning opportunities for PhD-level industry internships/co-ops, collaborative research opportunities, and philanthropic possibilities. President Crawford has also been a major driver for this program based on his familiarity with the needs of Ohio business and industry as well as the interests of the state government. No immediate philanthropic support is expected, but advisors note that many government agencies (e.g., national labs, NASA, DoD, DoE) and some corporations (e.g., AT&T, Google, Microsoft) will support employees in Ph.D. programs and cover some or all of their expenses. One advisor noted that the challenge with outside support is finding a faculty advisor with the appropriate interest and expertise, but faculty would likely need to be the initiators of the relationship that attracts a student with external support. One advisor also recommended aligning the concentration areas with DoD critical technology areas, which we seek to do within the broad areas of faculty expertise.

Indicate whether the proposed program was developed to align with the standards of a specialized or programmatic accreditation agency. If so, indicate whether the institution plans to pursue programmatic/specialized accreditation for the proposed program and provide a timeline for achieving such accreditation. If the program is already accredited, indicate the date that accreditation was achieved and provide information on the next required review.

N/A. (ABET, which accredits engineering programs, only accredits the lowest-level program offered by an institution in any particular engineering discipline. Because Miami's bachelor's degree programs are accredited by ABET, a Ph.D. program is not eligible for accreditation.)

Collaboration with other Ohio institutions

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

Department chairs and faculty are reaching out to their contacts and collaborators at CCGS member institutions regarding opportunities for collaboration.

Indicate whether the proposed program was developed in collaboration with another institution in Ohio. If so, briefly describe the involvement of each institution in the development of this request and the delivery of the program.

Other Ohio institutions were not directly involved in the development of this program.

Student Services

Admissions policies and procedures

Describe the admissions requirements for the program. In your response, highlight any differences between the admission requirements for the program and for the institution as a whole.

Admission requires either a bachelor's degree, with at least a 2.7 out of 4.0 GPA (or equivalent), or a master's degree, with at least a 3.0 out of 4.0 GPA (or equivalent), in engineering, physics, or a closely-related field. The Graduate Record Exam is recommended, but not required. Prior coursework must include college-level Calculus 1, Calculus 2, Linear Algebra, Differential Equations, statistics, a programming language and/or computational methods course, and discipline-specific courses appropriate to one of the Ph.D. concentration areas. Students whose native language is not English must demonstrate English proficiency with a minimum score of 80 for TOEFL, 6.5 for IELTS, 54 for PTE, or 110 for Duolingo. These requirements are consistent with the admission requirements for other Ph.D. programs at Miami.

Student administrative services

Indicate whether the student administrative services (e.g., admissions, financial aid, registrar, etc.) currently available at the institution are adequate to support the program. If new or expanded services will be needed, describe the need and provide a timeline for acquiring/implementing such services.

Current student administrative services are adequate to support the program.

Student academic services

Indicate whether the student academic services (e.g., career services, counseling, tutoring, ADA, etc.) currently available at the institution are adequate to support the program. If new or expanded services will be needed, describe the need and provide a timeline for acquiring/implementing such services.

Current student academic services are adequate to support the program.

Description of the program to display in the General Bulletin.

The Doctor of Philosophy in Engineering prepares graduates to be innovative thinkers capable of performing cutting-edge research, synthesizing and creating new knowledge, and finding novel solutions to complex problems in their specialties. Doctoral students are also challenged to demonstrate the broader impact of their work for meeting needs in society.

Course offerings

Bulletin Requirement Listing

Program Requirements

The Ph.D. degree requires a minimum of 60 semester hours beyond the master's degree (or its equivalent) or 90 semester hours beyond the bachelor's degree (or its equivalent).

Course List

Code	Title	Credit Hours
Coursework [1]		
The minimum coursework is six (6) letter-grade graduate courses comprising at least fourteen (14) credit hours, with at least two (2) of the letter-grade credit hours in courses numbered 600 or above.		
Up to four (4) additional courses in the student's designated area of research may be required as determined by the student's faculty committee.		
Seminars		
Students are required to enroll in at least one graduate seminar each semester.		
Select from the following:		
CPB 600	Graduate Seminar	
ECE 610	Graduate Seminars	
MME 610	Graduate Seminar	
PHY 500	Physics Seminar	
Conferences		
Students must select an advising committee during year 1 to approve their plan of study, and must hold a conference with that committee at the end of year 1 to discuss their proposed research.		
Annual Reports		

Course List

Code	Title	Credit Hours
Students must submit and pass annual progress reports commencing at the end of second year in the graduate program.		
Written and Oral Exams		
Students must write and pass a written proposal document, which serves as the Written Examination. [2]		
Students must orally defend the proposal, typically at the end of the second year, which serves as the Oral Examination. [2]		
Original Research		
Students must complete at least 30 credit hours of Research for Doctoral Dissertation (see below). Students must write and defend a dissertation regarding the findings of their research.		
Select from the following, by concentration:		
Biomedical Engineering		
CPB 850	Course CPB 850 Not Found	
Chemical Engineering		
CPB 850	Course CPB 850 Not Found	
Electrical and Computer Engineering		
ECE 850	Course ECE 850 Not Found	
Robotics and Automation Engineering		
ECE 850	Course ECE 850 Not Found	
or MME 850	Course MME 850 Not Found	
Mechanical and Manufacturing Engineering		
MME 850	Course MME 850 Not Found	
Engineering Physics		
PHY 850	Course PHY 850 Not Found	

[1]

For students earning a master's degree in engineering, physics, or computer science at Miami University, all graded coursework taken toward the master's also counts

toward the Ph.D. graded coursework requirement, but is not factored into the 60 hours required beyond the master's degree.

[2]

The proposal may be in the student's research area and should form the narrative for a grant proposal to a federal or state agency or to industry.

Plan of Study/ Roadmap

The minimum required coursework (other than "Research for Doctoral Dissertation") is typically completed within the first two years of the doctoral program. Students are typically expected to complete candidacy requirements no later than the fifth semester and defend the dissertation by the end of the tenth semester.

Thesis
Thesis

Off site program components
Co-op/Internship/Externship

Brief description of Co-op/Internship/Externship component
Graduate co-ops and internships with industry are encouraged, but not required. Work performed for companies may produce trade secrets or other proprietary results, but may not prevent the student from publishing the dissertation research in the public domain.

Assessment and Evaluation

Program assessment

Upload a copy of the assessment requirements/plan
Assessment Plan - Engineering PhD.pdf

List at least 3 specific student learning outcomes (SLOs) that the students are expected to achieve by the time they complete the program. If the program includes liberal education course(s), articulate any specific linkages between your stated SLOs and Miami Plan principles or competencies.

By the time they graduate, students have the ability to...
SLO 1: Apply creativity and skill in design, analysis, and innovation to plan and execute original research leading to new knowledge and/or a novel solution to a complex problem.
SLO 2: Demonstrate depth of knowledge in the dissertation concentration area.
SLO 3: Communicate results of research effectively orally and in writing to both technical and non-technical audiences.

Identify courses (and examinations or assignments within them) or other culminating projects where these outcomes are emphasized and can be measured, especially near the point of graduation. If relevant, specify any licensing or external exams you intend to use.

The learning outcomes are emphasized in the research requirements of the degree and are measured by the doctoral committee's assessments of the required deliverables including the annual reports, written and oral proposal, written disseration, and the oral defense of the dissertation.

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

Expert judgment of the doctoral committee as relevant to the student's dissertation (more details are in the attached Assessment Plan)

Describe the sampling procedure. What percentage of your student body will comprise your sample? If the sample size is small, make the case that they adequately represent the whole.

All doctoral students (100%) are assessed and must meet the requirements (see attached Assessment Plan)

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

Students may provide feedback to their advisors, committees, the CEC Graduate Council, Department Chairs, the Associate Dean for Graduate Studies, Research, and Innovation, and/or to the CEC Dean.

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

The CEC Graduate Council will summarize the status of student progress in the doctoral program on an annual basis, typically at the end of the spring semester (see the attached Assessment Plan for more details).

Describe your plans for a regular faculty meeting in which faculty discuss assessment data findings and make plans for improvement of teaching and learning based upon the data.

The CEC Graduate Council meets regularly, at least once a semester, to discuss graduate programs and plans for assessement and improvement.

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

The Department Chair and Graduate Director of each department (CPB, ECE, MME, PHY) will create and submit assessment reports based on the doctoral advisors' and dissertation

committees' assessment reports of students in their concentration areas. The Associate Dean for Graduate Studies, Research, and Innovation will coordinate the reporting activities and serve as the liaison to the university's assessment officer.

Other means of measuring student success

In addition to program assessment, describe the other ways that individual student success in the proposed program will be measured (e.g., exit interviews, job placement, alumni surveys). Describe the measurements to be used, frequency of data collection and how the results will be shared and used for program improvement.

Student success will be measured by students completing the required elements of the degree, the success of grant funding from the disseration proposals, and the job placement of graduates. Data are collected annually and reviewed by the CEC Graduate Council, Department Chairs, and the Dean and Associate Dean(s) for the purpose of program assessment and improvement.

Faculty

Faculty appointment policies

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

Graduate Level Standing (as prescribed by university and Graduate School policies)

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

Graduate Level Standing (as prescribed by university and Graduate School policies)

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

Other than approved faculty positions for which recruiting is currently underway, no additional faculty are needed to begin the proposed program. University and divisional workload policies apply. Teaching graduate courses and advising graduate students (Ph.D. and M.S.) are included in the workload model.

Program faculty

Provide the number of existing faculty members available to teach in the proposed program.
Full-time:
56
Less than full-time:
3

Provide an estimate of the number of faculty members to be added during the first two years of program operation.
Full-time:
6
Less than full-time:
0

Expectations for professional development/scholarship

Describe the institution's general expectations for professional development/scholarship activities by the proposed program's faculty. In your response, describe any differences in the expectations for tenure-track vs. non tenure-track faculty and for full-time vs. part-time faculty. Indicate the financial support provided for such activities.

Expectations for faculty scholarship and professional development are established by university policies and departmental and divisional governance documents.

Upload a faculty handbook outlining the expectations and documenting support

Faculty matrix

Upload faculty matrix/CVs
Faculty CVs for Engineering PhD Proposal v3.pdf

Library Resources

Describe the involvement of a professional librarian in the planning for the program (e.g., determining adequacy of current resources, working with faculty to determine the need for additional resources, setting the budget for additional library resources/services needed for the program). Please list the name of the librarian consulted.

The librarians and library resources that are currently available for faculty research are sufficient for the program.

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

The librarians and library resources that are currently available for faculty research are sufficient for the program.

Describe any additional library resources that will be needed to support the request and provide a timeline for acquiring/implementing such services. Where possible, provide a list of the specific resources that the institution intends to acquire, the collaborative arrangements it intends to pursue, and monetary amounts the institution will dedicate to the library budget to support and maintain the proposed program.

No additional library resources are needed at present.

Budget, Resources, and Facilities

Resources and facilities

List the facilities/equipment currently available for the program. Where possible, provide a list of the specific resources that the institution intends to acquire, the collaborative arrangements it intends to pursue, and monetary amounts the institution will dedicate to the library budget to support and maintain the proposed program.

The facilities and equipment of CEC (CPB, CSE, ECE, MME) and the Department of Phyiscs are currently available for the program. These includes offices, laboratories, and equipment in Kreger, Benton, Garland, and Hughes (C-Wing, floors 2-4) Halls, the Engineering Building, and a portion of the McVey Data Science Building. Expansion space is available in the Engineering Research Annex (formerly the Miami recycling facility) on OH-73 east of campus and the "College@Elm" innovation building west of campus. Current library resources supporting faculty research are sufficient to support the proposed program.

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

Faculty advisors will provide orientation to students on using existing library and other information resources.

Budget/financial planning

Upload Fiscal Impact Statement for New Degree Programs
Final FIS PhD in Eng.xlsx

Use narrative to provide additional information as needed

The fiscal impact statement assumes that there is no state subsidy and that 1/3 of faculty salaries and benefits is allocated for the Ph.D. program.

Additional comments

Per the request from the Registrar's office to add specific courses for DAR programming: under Bulletin Requirements, specific graduate seminar courses were added to item #2, and specific "Research for Doctoral Dissertation" courses were added to item #6. Based on prior correspondence with the Registrar, the "Research for Doctoral Dissertation" courses do not get entered into CIM Courses. I tried that and the Registrar rolled it back saying that these courses are created by the Registrar once the Ph.D. program is approved.

Reviewer Comments

Carolyn Haynes (haynesca) (Wed, 30 Oct 2024 13:39:54 GMT): Start date is likely too ambitious. Just FYI.

Mike Crowder (crowdemw) (Mon, 04 Nov 2024 16:12:53 GMT): Per Tim Cameron, I have uploaded revised Fiscal Impact and faculty cv files.

Courtney Thompson (kuhlmace) (Fri, 08 Nov 2024 18:06:51 GMT): Rollback: Are there specific courses that can be listed and used to code the degree audit?

Courtney Thompson (kuhlmace) (Mon, 11 Nov 2024 20:51:39 GMT): Rollback: The program requirements have been entered into a bulletin table - please review for accuracy. Also, 850 is the only 'Doctoral Dissertation' number. We would not build any of these under 860.

Ted Peters (petersts) (Tue, 25 Feb 2025 14:26:55 GMT): Final FIS document uploaded at the request of the division.

Supporting documents

Key: 581

Select any proposals you would like to bundle together for approval. Only proposals you have saved are available to bundle.

Bundle Title:

Course:

☐ Proposal A

Program:

☐ Proposal B

MIAMI UNIVERSITY
OXFORD, OH • EST. 1809

February 28, 2025
Finance and Audit

RESOLUTION R2025-29

WHEREAS, Morris, Emerson and Tappan Halls were originally constructed in 1969 and 1970 and have not had major improvements except for life safety and technology upgrades since they were constructed; and

WHEREAS, Morris, Emerson and Tappan Halls cannot be removed from service but need to be fully renovated as part of the Long-Range Housing Master Plan for logistical and budgetary reasons; and

WHEREAS, Miami University has determined that a series of summer projects is the most effective approach for these residence halls; and

WHEREAS, a scope of work for the summer of 2025 in all three buildings has been identified; and

WHEREAS, Miami University has determined that reduced cost, speed of implementation, and coordination may be gained by using the Design-Build project delivery method, and a Guaranteed Maximum Price (GMP) is being reviewed; and

WHEREAS, Miami University has identified funds in the amount of $15,200,000 for the summer of 2025 scope of work identified in this GMP; and

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer, to proceed with the award of a contract not to exceed $15,200,000 for the summer of 2025 scope of work on the Morris, Emerson, and Tappan Multi Phased Renovation.

Approved by the Board of Trustees
February 28, 2025

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

Executive Summary
for the
Morris, Emerson and Tappan Multi Phased Renovation
February 28, 2025

This project will accomplish a limited scope renovation of three residence halls over the course of three years. The work will include building envelope repairs, interior finishes refresh, introduction of study/lounge space throughout the buildings, introduction of fresh air into student rooms, and replacement of fan coil units.

These three residence halls received electric and life safety upgrades in 2011, but no other significant renovation has been made in any of the halls. These halls serve primarily first year students and several summer camps. These halls are also some of the largest residence halls on campus in terms of the number of student beds.

A sequencing plan is being developed to identify scopes of work for each summer from 2025 through 2027. The work for the first summer will focus on installing hydronic piping, purchasing mechanical equipment, attic preparation for equipment and waterproofing around the foundations. This work will support further work to bring fresh air into student rooms and the eventual replacement of the fan coil units in each student room.

The construction documents for this portion of the project are near completion. A GMP is being reviewed. The construction start date is anticipated to be May 2025.

Project component:	Budget:	Funding Source:
Est. Design and Administration:	$ 150,000	Local Funding
Est. Cost of Work: (2025 only)	$ 14,000,000	Local Funding
Est. Owner's Costs: (2025 only)	$ 50,000	Local Funding
Est. Contingency: (2025 only)	$ 1,000,000	Local Funding
Est. Total	$ 15,200,00	

MIAMI UNIVERSITY
OXFORD, OH • EST. 1809

February 28, 2025
Finance and Audit

RESOLUTION R2025-30

WHEREAS, Miami University has committed to carbon neutrality by December 31, 2040 by the President's signing of the Presidents Climate Leadership Commitment (PCLC); and

WHEREAS, Miami University's Utility Master Plan has identified an effective and responsible plan to reduce energy consumption, and provide flexibility of fuel sources in order to achieve these goals; and

WHEREAS, Miami University has determined that a ground mounted solar voltaic array on the Western Campus of size to provide approximately 1.7 megawatts of electricity is beneficial to the university to create energy redundancy and reduce the University's use of fossil fuels; and

WHEREAS, Miami University has determined that reduced cost, speed of implementation, and coordination of highly specialized design and equipment installation may be achieved through the Design-Build project delivery method; and

WHEREAS, Miami University has engaged a Design-Build firm that has completed a design for the project and is preparing a Guaranteed Maximum Price (GMP) for the construction cost; and

WHEREAS, Miami University has identified $4,250,000 of funding to pay for the cost of the work;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of contracts for the Western Campus Solar Field Addition project with a total budget not to exceed $4,250,000.

Approved by the Board of Trustees
February 28, 2025

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

Executive Summary
for the
MUO Western Campus Solar Field Addition
February 28, 2025

This project will install 2 solar arrays on Western Campus. One set of arrays will be installed over the geothermal well field outside of the geothermal energy plant, and the second in the location where Thomson Hall was recently removed. These solar arrays will combine for a peak capacity of approximately 1.7 MW in electrical production.

Construction of the solar arrays is anticipated to begin in May of 2025, and be completed in August of 2025. The array over the geothermal well field is expected to go online this summer. The array at the Thomson location will be installed this year, but will go into service after the new transformer has arrived.

Project component:	Budget:	Funding Source:
Est. Design and Administration:	$ 200,000	Local Funding
Est. Cost of Work:	$ 3,500,000	Local Funding
Est. Owner's Costs:	$ 175,000	Local Funding
Est. Contingency:	$ 375,000	Local Funding
Est. Total:	$ 4,250,000	

MIAMI UNIVERSITY
OXFORD, OH • EST. 1809

February 28, 2025
Finance and Audit

RESOLUTION R2025-31

WHEREAS, Miami University acquired the property at 101Knightsbridge Drive with the intent to grow collaborations and partnerships, enhance programming in in-demand fields and improve job preparedness; and

WHEREAS, Miami University is developing an Advanced Manufacturing Workforce and Innovation Hub (The Hub) on the Hamilton Campus with stakeholder partners; and

WHEREAS, Miami University has received $5,000,000 from The Butler County Commissioners for renovation and operating costs to support Ohio Means Jobs as a tenant at The Hub; and

WHEREAS, it has been determined the best value for the University would be to utilize the Design-Build method of project delivery, and a renovation estimate has been developed with a Project cost of $4,000,000; and

WHEREAS, the balance of the grant is to be used to prepay a 20-year full-service lease of the space by Butler County.

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Senior Vice President for Finance and Business Services and Treasurer, to proceed with the award of contracts for renovations for Ohio Means Jobs at The Advanced Manufacturing Workforce and Innovation Hub with a total project budget not to exceed $4,000,000; and

BE IT FURTHER RESOLVED: that the Board of Trustees hereby authorizes the Senior Vice President for Finance and Business Services to enter into a 20-year full-service lease for the balance of the grant for space in the Hub to be prepaid by the Butler County Commissioners.

Approved by the Board of Trustees
February 28, 2025

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

Executive Summary
for the
Ohio Means Jobs Tenant Renovations
February 28, 2025

Miami recently acquired 101 Knightsbridge Drive to create a workforce innovation hub in response to the current and predicted future workforce and applied research needs of Butler County and Southwest Ohio manufacturers. Ohio Means Jobs serves the employers and job seekers of the State of Ohio by offering career preparedness, job skills, and professional development training and resources.

The project will renovate approximately 20,000 square feet of the existing facility on the first and second floor. The renovation scope will include reconfiguration of space and building systems, new finishes, and moving services. The project is intended to invest up to $4,000,000 into the program space. The remaining funds are intended to be allocated toward operating costs of the renovated space over the life of the presumed 20-year full-service lease.

Funding for the construction project is to be provided from the grant from Butler County:

Project component:	Budget:	Funding Source:
Est. Design and Administration:	$380,000	Local Funds
Est. Cost of Work:	$3,200,000	Local Funds
Est. Owner's Costs:	$320,000	Local Funds
Est. Contingency:	$100,000	Local Funds
Est. Total:	$4,000,000	

MIAMI UNIVERSITY
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February 28, 2025
Finance and Audit

Resolution R2025-32

WHEREAS, the Board of Trustees of Miami University adopted Resolution R2025-22 on December 13, 2024, to update and amend the Non-Endowment Funds Investment Policy; and

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

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

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

BE IT FURTHER RESOLVED that this Resolution supersedes and replaces Resolution R2025-22.

MIAMI UNIVERSITY
INVESTMENT POLICY STATEMENT - NON-ENDOWMENT
Updated February 2025

Approved by the Board of Trustees
February 28, 2025

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

MIAMI UNIVERSITY
Investment Policy Statement – Non-Endowment

Draft - ~~December 2024~~February 2025

I. Purpose

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

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

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

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

II. Fiduciary Duties

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

III. Roles and Responsibilities

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

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

Finance and Audit Committee. The BoT has delegated implementation oversight of the IPS to the FAC, which, in turn, may entrust an Investment Subcommittee to carry out these responsibilities and which serves as the Investment Committee required by Ohio Revised Code 3345.05. Specific responsibilities of the FAC include:

- upon recommendation of its Investment Subcommittee, submitting for BoT approval an IPS, setting forth, among other things, the fiduciary roles and responsibilities, investment guidelines and objectives for the investment of the assets, including asset allocation target exposures, permissible ranges (i.e., minimum and maximum allocations to each asset class), and the benchmarks against which the performance of each asset class, and the portfolio as a whole, will be evaluated;
- upon recommendation of its Investment Subcommittee, submitting for BoT approval Investment Subcommittee recommendations to hire or fire third party service providers (e.g., auditors, custodian, OCIO, and consultants); and
- reporting at least semi-annually to the BoT.

Investment Subcommittee. The Investment Subcommittee as a governing fiduciary shall oversee the investment and administration of the Non-Endowment. It serves as the "investment committee" required by Ohio Revised Code 3345.05. The Investment Subcommittee, in conjunction with the OCIO, develops policies and guidelines for recommendation to the BoT and the FAC designed to position the Non-Endowment to achieve its objectives with a prudent level of risk. Revisions to the IPS may be recommended by the Investment Subcommittee and approved by the BoT as necessary.

The Investment Subcommittee delegates its authority to make investment decisions to the OCIO in accordance with the Investment Management Agreement dated May 16, 2018 and as may be amended (the "Investment Management Agreement"), which is incorporated herein by reference. Specific responsibilities of the Investment Subcommittee include:

- submitting for FAC concurrence and BoT approval an IPS, setting forth, among other things, the fiduciary roles and responsibilities, investment guidelines and objectives for the investment of the Non-Endowment assets, including asset allocation target exposures, permissible ranges (i.e., minimum and maximum allocations to each asset class), and the benchmarks against which the performance of each asset class, and the portfolio as a whole, will be evaluated;
- proposing for FAC concurrence and BoT for approval such updates to the IPS as it, in consultation with the Office of Investments and Treasury Services, the OCIO, and any other advisor, deems appropriate;

- communicating to the Office of Investments and Treasury Services and the OCIO any changes in the risk profile and characteristics of Miami University that may impact the investment objectives and guidelines of the Non-Endowment;
- delegating specific administrative, operational, and managerial responsibilities relating to the investment and reinvestment of the Non-Endowment assets;
- monitoring compliance with the IPS;
- reviewing the Office of Investments and Treasury Services' oversight and evaluation of third party vendors on its behalf and making recommendations to the FAC and the BoT with respect thereto;
- reviewing periodically the following:
    - investment performance, including comparisons to objectives and benchmarks
    - asset allocation for the Non-Endowment
    - fees paid in support of the management of the Non-Endowment
- reporting at least semi-annually to the BoT.

Staff. The Secretary to the BoT will maintain the official minutes and records of the FAC and Investment Subcommittee. The Office of Investments and Treasury Services is responsible for managing the operations of the Non-Endowment investment program. Specific responsibilities of the Office of Investments and Treasury Services include:

- budgeting, investing, forecasting, and monitoring funds associated with the Tier 1 Operating Cash portfolio;
- managing the reallocation and transfer of funds among the Non-Endowment investment Tiers;
- facilitating division carry forward balances, donor gifts, and other unrestricted funds that can be quasi-endowed;
- providing administration, reporting, accounting, audit, and tax support for the Non-Endowment operations;
- ensuring compliance with Ohio Revised Code Section 3345.05 (C)(1);
- serving as the day-to-day contact with the OCIO including communicating planned contributions and withdrawals, transfers of funds, and liquidity needs, communicating with the OCIO and any other advisor(s) any changes in the risk profile and characteristics of Miami University that may impact the investment objectives and guidelines of the Non-Endowment;
- monitoring and evaluating third party service providers (e.g., auditors, custodian, OCIO, and consultants), specifically
    - overseeing the OCIO or other advisor(s) who shall have the responsibility, and may have discretion, for implementing investment strategies in accordance with the guidelines set forth in the IPS;
    - overseeing other service providers to the Non-Endowment, including the custodian of Non-Endowment assets;
    - considering various factors such as

        - quantitative performance
        - qualitative factors (e.g., philosophy, process, resources, alignment of interests, organizational culture)
        - policies and procedures governing best execution, other trading practices, and proxy voting
        - investment related fees and expenses
        - the organization's effectiveness in meeting its fiduciary obligations;
- recommending to the Investment Subcommittee, based upon the evaluation of the above factors, the hiring and termination of third-party service providers (e.g., auditors, custodian, OCIO, and consultants);
- reviewing the effectiveness of the University in meeting its fiduciary responsibilities;
- managing constituent relationships;
- providing support to the FAC and its Investment Subcommittee;
- reporting to the FAC and its Investment Subcommittee at their respective meetings.

Outsourced Chief Investment Officer. To assist with managing the Non-Endowment investment program, the BoT has retained the services of an OCIO in conformity the requirements of Ohio Revised Code Section 3345.05(D)(1). The Investment Subcommittee delegated authority to make investment decisions to the OCIO in accordance with the Investment Management Agreement, which is incorporated herein by reference.

The OCIO will have day-to-day responsibility and discretion for investing a designated portion of the Non-Endowment assets (specifically Tiers II and III). The OCIO will report to the Investment Subcommittee on a regular basis in accordance with the Investment Management Agreement that governs the relationship. Specific responsibilities include:

- advising the Investment Subcommittee on the development of the IPS;
- periodically reviewing and recommending to the Investment Subcommittee any changes, modifications, and/or amendments to the IPS, including the investment guidelines and objectives;
- implementing the investment program with respect to Tiers II and III on a discretionary basis, including the selection and monitoring of commingled investment vehicles, the appointment of sub-advisers, and the direct management of assets not allocated to investment vehicles or sub-advisers, in accordance with the guidelines and asset allocation ranges as set forth in this IPS and the Investment Management Agreement;
- taking all necessary actions with respect to the hiring and termination of sub-advisers, and the subscription to and withdrawal from, commingled investment vehicles, including reviewing and executing investment management agreements and subscription documents;

- setting investment guidelines for sub-advisers in conformity to this IPS and the Investment Management Agreement and monitoring their compliance therewith;
- meeting with sub-advisers and evaluating their investment performance;
- interacting with the custodian and other relevant service providers to the Non-Endowment, as necessary to perform its investment management services;
- assisting the Office of Investments and Treasury Services in meeting its reporting and administrative requirements;
- providing reporting and performance monitoring as necessary for the Investment Subcommittee to perform its oversight responsibilities; and
- meeting with the Investment Subcommittee at least quarterly or at other intervals as reasonably agreed with the Investment Subcommittee.

IV. Objectives: Non-Endowment Investment Program

An important objective of the Non-Endowment investment program is to ensure adequate operating liquidity for the University. Liquidity needs are actively managed in a three-pool structure that allows for differentiation among investment risks and returns.

An additional objective of the Non-Endowment investment program is to provide a consistent annual distribution to the general operating budget of the Oxford Campus.

For investment strategy purposes, the University's Non-Endowment and Foundation Endowment portfolios should be considered together. The liquidity, risk, and return characteristics of the combined pools provide the opportunity to more effectively deploy capital and improve the overall risk-adjusted returns of both investment programs.

The investment of Non-Endowment assets will be guided by the objective of earning rates of return in excess of savings accounts or 91-day Treasury Bills while accepting a low level of market risk and maintaining a high degree of liquidity. The three Tiers of the Non-Endowment investment program are constructed to adequately meet the University's projected budgetary needs and Ohio Revised Code requirements (listed below in Section XI Investment Guidelines) with low risk and liquid investments in Tier I, and with progressively higher expected returns at higher risk profiles in Tiers II and III. The portfolio's asset allocation will be statistically modeled using historical and projected risk and return characteristics of the portfolio's asset classes.

The Investment Subcommittee has adopted asset allocation targets and permissible ranges, set forth in Exhibits 1 and 2, that are designed to meet this objective provided that markets deliver equilibrium returns consistent with normal market conditions. A benchmark index has been assigned to each asset class, as set forth in Exhibits 1 and 2. The combination of the benchmark index assigned to each asset class, weighted in accordance with the target

allocation to that asset class, forms the "Policy Benchmark" against which the portfolio's overall performance will be measured. Each Tier seeks to achieve performance (net of management fees) that exceeds the performance of the applicable Policy Benchmark (net of assumed passive management fees and rebalancing costs) over rolling five- and ten-year periods.

V. Investment Objectives: Non-Endowment Tiers

TIER I - University Operating Cash

- Objective: To meet the day-to-day cash obligations of the University, provide a liquid and low investment risk source of funds when needed, and meet Ohio Revised Code requirements for public funds.
- Investments: Includes bank deposits, other cash vehicles, and eligible investments under ORC 3345.05 (C) (1).
- Tier Size: The targeted minimum cash balance held in Tier 1 is evaluated each fiscal year by the Office of Investments and Treasury Services and is confirmed every six months. The minimum balance will be one times the University's average monthly cash outflow of the preceding fiscal year.

TIER II - University Liquidity Sub-Account

- Objective: The Baseline Tier II provides a liquid source of funds in the event the Tier I pool is insufficient to meet the University's operating cash needs, while providing an opportunity for incremental returns with modest volatility. The University may periodically create a Special Projects fund within Tier II but housed apart from the Baseline Tier II for funds earmarked for specific future disposition by the University that are likely to require target date maturity matching.
- Investments: Include U.S. Treasury and government agency securities generally with an average weighted maturity of between zero and two years for the baseline allocation. May include eligible investments under ORC 3345.05(C)(1).
- Tier Size: The targeted balance is one - two times the University's average monthly cash outflow of the preceding fiscal year. The Special Projects allocation has no size restrictions.

TIER III - University Long-Term Capital Sub-Account

- Objective: To provide "endowment-like" long-term risk-adjusted returns on assets that would be expended by the University only in the unlikely event of severe financial exigency.
- Investments: Include public equity, absolute return and hedged strategies, open-ended real estate funds, futures-based commodity strategies, and diversified global fixed income securities. May include eligible investments under ORC 3345.05(C)(1). While these funds are expected to have less liquid fund structures, private capital investments will be excluded from consideration unless approved by the Investment Subcommittee.

- Tier Size: The target allocation to this Sub-Account is at least 65% of the total Non-endowment and generally receives deposits of residual operating cash not deployed in Tiers I and II.

VI. Asset Allocation

To achieve the investment objectives of this IPS, an asset allocation study was conducted and shared with the Investment Subcommittee. It was used to establish percentage targets and ranges for each asset class eligible for investments within Tiers II and III. The asset allocation study analyzed the expected return, risk, and correlation of several asset classes as well as, the expected return and risk of various hypothetical portfolios comprising these asset classes. The expected return and risk characteristics of various portfolios were evaluated in terms of the future expected efficiency of achieving the investment objectives of the Non-Endowment.

Based upon this analysis, asset allocation policies, including ranges for each asset class, were defined. The asset allocation policies are contained in the investment guidelines set forth in Exhibits 1 and 2.

VII. Risk Management

The Tier II Sub-Account will emphasize liquidity and low volatility in keeping with the portfolio's objective of serving as a cash buffer for the University's short-term operating cash needs. The appropriate duration target and range will be agreed to by the Investment Subcommittee and OCIO and specified in Exhibit 1.

Investments in the Tier III Sub-Account will be broadly diversified across and within asset classes in order to seek to minimize the impact of adverse asset class and security-specific shocks, and to avoid excessive portfolio volatility. An appropriate target range for the annual standard deviation of the Tier III policy portfolio will be agreed on by the Investment Subcommittee and OCIO as specified in Exhibit 2. Meeting the "endowment-like" long-term return objectives of the Non-Endowment program shall require the OCIO to regularly monitor and manage market risks associated with the overall portfolio as well as individual asset classes. Specific investments will also be reviewed and aggregated, as available from each manager, on a regular basis to ensure that the portfolio does not maintain unwarranted concentration risks with respect to any single factor or security at the manager level, asset class level and portfolio level.

Leverage shall also be monitored to ensure that the intended exposure is in line with parameters determined by the OCIO to be appropriate for a specific strategy and/or asset class. In addition, the portfolio will seek to maintain sufficient liquidity, at all times, to meet the ongoing distribution needs of the Non-Endowment, to rebalance the portfolio, and to capture tactical opportunities. The source of monies for such liquidity needs will be based on rebalancing and cost considerations.

VIII. Annual Expenditure Policy

Similar to an endowment, in order to achieve the annual distribution objective, the annual distribution will be funded through both investment earnings from that year and, if necessary during periods of investment losses or low returns, accumulated earnings from prior years.

A reserve for investment fluctuations will be maintained in order to buffer the portfolio from short-term investment fluctuations. The target balance of the reserve for future investment fluctuations is determined as 20% of the previous fiscal year-end Non-Endowment pool Tier III Long Term Capital balance, plus two years of budgeted Non-Endowment investment earnings.

Unlike an endowment, the Non-Endowment pool size is impacted by annual changes in net assets from both the operating performance of the University's unrestricted funds and draws on the reserves for special initiatives. Each year at its spring meeting, the Investment Subcommittee shall review the interest rate and capital markets environment, the expected return of the investment pool, sufficiency of the reserve for investment fluctuations, forecasted cash flow, and forecasted overall size of the Non-Endowment pool for at least the next five years to determine the annual distribution from the Non-Endowment pool. Increases to the annual distribution shall be made with caution given the importance of maintaining a stable annual distribution to the Oxford general operating budget.

Any earnings in excess of this budgeted level shall be allocated 100% to the reserve for investment fluctuations, unless otherwise determined by the BoT. In the event the earnings are short of the budgeted amount, the difference shall be drawn from the reserve for investment fluctuations.

IX. Performance Monitoring and Evaluation

The performance of the Non-Endowment, component asset classes, sub-advisers and investment vehicles shall be monitored by the OCIO on an ongoing basis and shall be reviewed with the Investment Subcommittee at least quarterly. Investment returns are to be measured net of all fees, including investment manager and the OCIO fee. The OCIO shall provide a summary of returns versus stated benchmarks for short-term and long-term periods. The OCIO will meet with the Investment Subcommittee regularly to provide a review of performance and risk, a discussion of market conditions and a summary of the current positioning of the portfolio.

X. Conflicts of Interest

The Investment Subcommittee shall take reasonable measures to assess the independence of the OCIO, and any other service providers to the Non-Endowment. Any actual or

potential conflicts of interest relating to any of the foregoing, or to any member of the BoT, FAC, Investment Subcommittee or Office of Investment and Treasury Services, shall be disclosed and addressed in accordance with UPMIFA, Ohio's Ethics laws as applicable, and any conflict of interest policy adopted by the University.

XI. Investment Guidelines

Sub-advisers who are appointed to manage accounts for the Non-Endowment shall be provided investment guidelines as determined by the OCIO. In general, the guidelines will stipulate the types of securities in which the account may invest, general characteristics for the portfolio and/or the performance benchmark and objectives. The specific guidelines may vary depending upon the asset class or sub-asset class. Commingled investment vehicles will be governed by their offering memorandum and other constituent documents.

The investment of the Non-Endowment is subject to and shall be made in accordance with ORC 3345.05 (C) (1), with at least twenty-five percent of the average amount of the investment portfolio over the course of the previous fiscal year invested in securities of the United States government or of its agencies or instrumentalities, the treasurer of state's pooled investment program, obligations of Ohio or any political subdivision of Ohio, certificates of deposit of any national bank located in Ohio, written repurchase agreements with any eligible Ohio financial institution that is a member of the federal reserve system or federal home loan bank, money market funds, or bankers acceptances maturing in two hundred seventy days or less which are eligible for purchase by the federal reserve system, as a reserve. The Non-Endowment assets in excess of the twenty-five percent may be pooled with other University funds and invested in accordance with Ohio Revised Code Section 1715.52 (UPMIFA).

XII. Mission-Aligned and Other Considerations

~~**ESG Considerations.**~~ The University and the Foundation (collectively "Miami"), and the OCIO strive to maintain a high standard of stewardship excellence in managing their investment assets and in supporting the mission of the University.

Miami believes that ~~the consideration of environmental, social, and governance factors is an integral part of a thorough portfolio management process~~a comprehensive portfolio management process requires careful consideration of various factors, including environmental, social, and governance aspects. Miami's investment approach delegates investment decisions to the OCIO and the choice of OCIO was based upon the OCIO's philosophy, process, resources, ability to underwrite risk comprehensively, and alignment of interests with Miami. In turn, the OCIO uses these principles to carefully select sub-advisers to implement the investment strategies for Miami. These external partners make decisions about specific securities.

Miami recognizes the important role of responsible investment. As such, Miami has selected an OCIO that is a signatory to the United Nations Principles for Responsible Investment (UNPRI). Signatories to the UNPRI publicly commit to adopt and implement the UN's global standards for responsible investing, which include an obligation to incorporate environmental, social, and corporate governance issues into investment analysis and decision-making processes.

Notwithstanding anything else in this Investment Policy, investment decisions may not be made with the primary purpose of influencing any social or environmental policy or the primary purpose of attempting to influence the governance of any corporation.

Exhibit 1
MIAMI UNIVERSITY – NON-ENDOWMENT (TIER 2)
Policy Allocation Targets, Ranges and Benchmarks
JUNE 2018

Asset Category	*Policy Allocation*	*Policy Ranges* -	+	*Benchmark Indices (1)*
Fixed Income	**100.0%**	**-10.0%**	**0.0%**	
U.S. Treasury & Gov't Agency Securities	100.0%	-10.0%	0.0%	*ICE BAML 0-2 Year Treasury Index*
Cash	**0.0%**	**0.0%**	**10.0%**	*Citigroup 3 Month Treasury Bill Index*
Total	**100%**			

Footnotes:
(1) The Policy Benchmark will be reported both gross and net of assumed passive management fees and rebalancing costs.
(2) Targeted Duration for the Baseline Allocation: a range of +/- 0.5 years will be targeted around the duration of the benchmark. For example, should the ICE BAML 0-2 Year Treasury Index carry a duration of 1 year, a target range of 0.5 and 1.5 years will be targeted.
(3) Should this sub-account house funds earmarked for special university projects requiring target date matching, the Office of Investments and Treasury Services will establish an estimated draw schedule and the OCIO will invest in U.S. Treasury and government/agency securities accordingly.

Exhibit 2
MIAMI UNIVERSITY – NON-ENDOWMENT (TIER 3)
Policy Allocation Targets, Ranges and Benchmarks
JUNE 2018

Asset Category	*Policy Allocation*	*Policy Ranges* -	+	*Benchmark Indices* [1]
Equities	**54.0%**	**-10.0%**	**+10%**	
U.S. Equities	27.0%	-10.0%	+10%	*Russell 3000 Index*
Non-U.S. Equities	18.0%	-10.0%	+10%	*MSCI World ex-US Investable Market Index (IMI) (Net)* [2]
Emerging Market Equities	9.0%	-9.0%	+10%	*MSCI Emerging Markets Index (Net)* [2]
Alternatives (Net) [3][4]	**12.0%**	**-12.0%**	**+10%**	
Hedge Funds (Net)[4]	12.0%	-12.0%	+10%	*HFRX Equal Weighted Strategies Index*
Hedge Funds (Gross)	*22.0%*	-22.0%	+5%	
Portable Alpha Overlay	*10.0%*	-10.0%	+10%	
Real Assets	**10.0%**	**-7.0%**	**+13%**	
Real Estate	3.0%	-3.0%	+5%	*NCREIF Fund Index - Open End Diversified Core Equity Index*
Commodities	3.0%	-3.0%	+6%	*S&P GSCI Total Return Index*
TIPS	4.0%	-4.0%	+6%	*Bloomberg Barclays 1-10 Year U.S. TIPS Index*
Fixed Income [4]	**24.0%**	**-10.0%**	**+10%**	
U.S. Investment Grade Fixed Income[5]	21.5%	-15.0%	+10%	*Bloomberg Barclays U. S. Aggregate Index*
U.S. High Yield Bonds	2.5%	-2.5%	+10%	*BofA Merrill Lynch High Yield Cash Pay Index*
Non-U.S. Fixed Income	0.0%	0.0%	+10%	*Citigroup Non-USD World Government Bond Index Hedged*
Cash	**0.0%**	**0.0%**	**+20%**	*Citigroup 3 Month Treasury Bill Index*
Total	**100%**			

Footnotes:
(1) The Policy Benchmark will be reported both gross and net of assumed passive management fees and rebalancing costs.
(2) Indices are net of dividend withholding tax.
(3) (Net) indicates that allocations are net of portable alpha strategies. The maximum gross allocation to hedge funds, including those overlaid in portable alpha strategies, is 27%.
(4) U.S. Fixed Income includes physical holdings of Treasuries, corporates and synthetic fixed income achieved through portable alpha strategies.
(5) For purposes of assessing compliance with the minimum of the policy range, fixed income will be deemed to include the allocation to cash.
(6) The targeted annual standard deviation range is 10-12%.

Appendix A
MIAMI UNIVERSITY FOUNDATION INVESTMENT POLICY STATEMENT
Most recent version as adopted by the Foundation Board of Directors

[AVAILABLE UPON REQUEST]

MIAMI UNIVERSITY
OXFORD, OH • EST. 1809

February 28, 2025
Finance and Audit

Resolution R2025- 33

WHEREAS, Resolution R2019-28 established the Miami University Quasi-Endowment Policy; and

WHEREAS, Resolution R2016-53 established the FSB Faculty Excellence Fund quasi-endowment to support compensation for the faculty of the Farmer School of Business; and

WHEREAS, the Dean of the Farmer School of Business desires to broaden the use of this quasi-endowment to support faculty salaries and staff salaries of those working in offices that directly enhance the student experience within the Farmer School of Business; and

WHEREAS, the Provost and the Senior Vice President for Finance and Business Services of the University, with the concurrence of the Finance and Audit Committee, has recommended approval of this amendment;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees approves the adjustment of the FSB Faculty Excellence Fund quasi-endowment; and

BE IT FURTHER RESOLVED that the annual distributions of the Fund, as determined by the Miami University Endowment Spending Policy, be used to support faculty salaries and staff salaries of those working in offices that directly enhance the student experience within the Farmer School of Business as determined by its Dean.

Approved by the Board of Trustees
February 28, 2025

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

MIAMI UNIVERSITY | FARMER SCHOOL OF BUSINESS

Farmer School of Business
800 E. High St.
Oxford, OH 45056

To: Bruce Guiot

From: Jenny Darroch, Dean, Farmer School of Business

Re: Spending Criteria Change for the FSB Faculty Excellence Fund 0019-001

Date: January 10, 2025

Due to the growing demand for student support services, we request the broadening of the spending criteria of the FSB Faculty Excellence Fund to read as follows: **The available funds shall be used to support faculty salaries and staff salaries of those working in offices that directly enhance the student experience (academic advising, career services, global studies etc.) within the Farmer School of Business.**

Additionally, we request to change the name of the Fund to be the FSB Faculty and Staff Excellence Fund.

Thank you for your consideration of this request.

Jenny Darroch
Dean

Approved: David K. Cranmer, SUP Finance + Bus Svcs

Approved: Elizabeth R. Mullenix, Provost

MIAMI UNIVERSITY
OXFORD, OH • EST. 1809

BOARD OF TRUSTEES
ROUDEBUSH HALL ROOM 212
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February 28, 2025
Other Business

RESOLUTION R2025-34

WHEREAS: Design Phase for a proposed new multi-purpose arena was authorized by the Board of Trustees on December 13, 2024, and:

WHEREAS: The Arena Site Selection Committee completed their work and have recommended the Cook Field location as the site for the proposed multipurpose arena, now:

THEREFORE, BE IT RESOLVED: the Board of Trustees accepts the recommendation of the Site Selection Committee and approves Cook Field as the site location for the continuing Design Phase of the proposed multipurpose arena.

Approved by the Board of Trustees
February 28, 2025

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