



President's Report 2018



A tradition of
EXCELLENCE

A future in
MOTION

Letter from the President



“We can instill a new spirit of collaboration and creativity in every Miamian to unearth new areas of scholarship and research.”

Dear Miami University community,

Just about every morning, I get up early to ride my bike—usually before sunrise. It is a wonderful time of the day, giving me the energy and inspiration I need for another day at Miami University.

Our journey at Miami University also finds new places to explore. In this President’s Report, you’ll see how Miami is investing and building on traditional excellence, a commitment to teaching and learning, and an immersive Miami Experience. At the same time, Miami University is preparing students to lead in 21st-century careers and communities, with data and entrepreneurial skills that can adapt to any job. “A Tradition of Excellence, A Future in Motion” is full of stories about Miamians—current students, alumni, faculty, and staff—who embody the best that this wonderful university has to offer.

I see a future full of possibility. We can build more top-ranked academic programs to attract more top students, nationally and internationally. We can instill a new spirit of collaboration and creativity in every Miamian to unearth new areas of scholarship and research, including asking and answering enduring questions through study of the liberal arts. And we can be leaders in inclusive excellence by celebrating, learning from, and engaging our diversity. Because of the choices Miami leaders have made during the past decade, we are competitively positioned to grow and sustain our excellence.

But we must be bold. We must look to the frontiers of learning and scholarship, just as we have done since 1809.

No vision works without the people to bring it to reality. In two years at Miami, I have seen clearly the talent, creativity, and passion of Miamians. From a music professor sought-after nationwide as an expert on African-American music, to a staff member who clears snow off the 33 miles of sidewalk on Oxford’s campus, to the alumnus pledging millions of dollars so future generations have the same opportunities he had, to the student who creates non-profit groups to solve problems half a world away—they exhibit the spirit of Miami every day.

Love and Honor, indeed.

Gregory P. Crawford
President

Teaching and Learning

Experts recognize Miami among the nation's top universities for its commitment to undergraduate teaching.

Paula Saine, professor of teacher education, provides innovative learning opportunities to the next generation of educators.

"I think games are the liberal arts of the 21st century."



Game design links Miami scholarship to the digital world

Game design at Miami University isn't just about games. It's about helping Miami graduates influence, create, and improve the new technologies that are shaping the way we live. Games are everywhere, from the incentive points we pile up on supermarket loyalty cards to the online communities that define the way we communicate — and yes, to the eSports phenomenon (by the way, Miami is a national champion at eSports as well). In the Armstrong Interactive Media Studies (AIMS) program at Miami, students in every major can develop digital skills that transfer to any career. Take, for instance, the AIMS Digital Innovation Center in San Francisco, where students intern at the most dynamic, fastest-growing startups in the world. "I think games are the liberal arts of the 21st century," AIMS director Glenn Platt said. "Great games have narrative and story, music and art, and problem-solving. Their business models are billion-dollar business models. It's just about applying that to a new world that is largely digital and largely virtual."

Student Success

79.1%

Six-year graduation rate
as of fall 2017

#3

for undergraduate teaching
nationwide per *U.S. News &
World Report* 2019

90.9%

of Miami first-year students return
for second year as of fall 2017

#3

in study abroad participation
among public doctoral institutions

96%

acceptance rate of Miami
seniors into law school

“Since 1809, we have served the public through teaching, scholarship, and research. Across generations of students and faculty, we have never stopped learning — and we never will.”

— *Gregory P. Crawford, president*

“I believe everyone has possibility, potential, and dreams.”



Teacher, author, consultant known as national scholar

Tammy Kernodle looks beyond her role as an educator. She's a scholar. She's a musician. She's a motivator. As a professor of musicology, she brings students to the intersection of jazz, gospel, freedom songs, and the influence of marginalized musicians. As a scholarly consultant for the Smithsonian's National African-American Museum of History and Cultures, she advised curators on how to visualize the layered history of black music-making. As a scholar, she authored a biography about jazz pianist Mary Lou Williams. As a mentor, she has helped countless others unlock their futures.

In 2018, Kernodle was named the President of the Society for American Music. She was also awarded the Benjamin Harrison Medallion, one of the highest recognitions Miami offers to faculty exhibiting an extraordinary commitment to teaching, research, and service. For Kernodle, inspiration ties them all together. “I believe everyone has possibility, potential, and dreams,” she said.



Taking data use outside the classroom to fight opioid epidemic

Fentanyl usage has increased substantially in Ohio's Butler County since 2013, but students Bri Clements '19 and Katherine Shockey '19 — mentored by John Bailer, University Distinguished Professor and chair of Miami's department of statistics — are collaborating with public health officials to help them communicate about the overdose epidemic. Clements, Shockey, and Bailer have guided the development of a web application designed to track trends in drug overdoses for the Butler County Coroner's Office. The app makes it easier for law enforcement, emergency responders, and care providers to access critical data needed to target opioid addiction prevention and treatment efforts.

Not only will the app's ongoing development provide a valuable resource, but students will have the opportunity to advance their coding skills, communicate and collaborate with clients, and directly impact the community through their learning.



Nursing expanding to care for aging, meet workforce demand

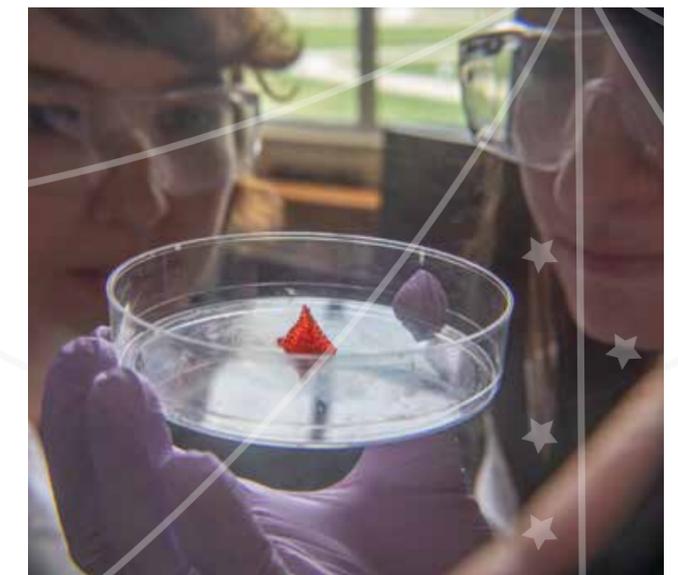
As the population ages and health systems continue to expand their reach throughout southwest Ohio, the workforce is demanding more nurses — and Miami University is responding. With a successful nursing program of about 80 students in place on regional campuses in Hamilton and Middletown, Miami expanded the bachelor's degree program to Oxford, expecting to fill about 40 spots. Within weeks, more than 900 applications came in, so the program increased to 60 spots in fall 2018. The future could see enrollment growth in Oxford plus graduate programs to fill the demand for more advanced nursing training, said Brooke Flinders, chair of nursing at Miami. "We have an aging population, and we need nurses to care for those people," Flinders said. "There's 100 percent job placement right now. It's a great field to be in."

"If we can create a construct that stimulates the bone to regrow, then that's the ideal."



Researcher uses 3-D printers to engineer, repair human tissue

Complex problems require complex solutions. And these solutions are seldom informed by an isolated field of study. Take tissue engineering, for instance. The repairing or replacement of bone, cartilage, and skin exists in the margins between the traditional disciplines of biology and engineering. Jessica Sparks, professor of chemical, paper, and biomedical engineering, navigates that space with an expertise in fluid mechanics. Her research seeks ways to perfect the 3-D printing of hydrogel materials. The faster scientists can print tissue scaffolds, the faster patients can begin healing. Working in the lab with undergraduate students Alex Prentice '19 and Adam Thompson '19, Sparks is finding ways to use medical image data sets to create patient-specific, customizable shapes. "It's this massive puzzle with so many moving parts. If we can create a construct that stimulates the bone to regrow, then that's the ideal," she said.



Top New Faculty Grants 2017–2018

\$1.8 MILLION
(OVER 5 YEARS)

NATIONAL INSTITUTES OF HEALTH

Gary Lorigan

Department of Chemistry and Biochemistry

\$863,073

NATIONAL SCIENCE FOUNDATION

Michael Crowder, Carole Dabney Smith, Gary
Lorigan, Richard Page, David Tierney

Department of Chemistry and Biochemistry

\$467,176

NATIONAL INSTITUTES OF HEALTH

Kelly Knollman-Porter

Department of Speech Pathology
and Audiology

\$24 MILLION

EXTERNAL RESEARCH FUNDING

Up 35% from the previous year

“Miami has given me great networking and professional development experiences early in my career. As part of the Center for Analytics and Data Science, I work on different projects with real-world clients.”

— *Alison Tuiyott '20, statistics and analytics co-major*



Faculty Scholarship

Recognized around the world as experts in their fields of study, Miami faculty produce groundbreaking scholarship through books, patents, research papers, and creative performances.

Biochemist Gary Lorigan was awarded \$1.8 million over five years by the National Institutes of Health.



"It's such a long process with no tangible results, then suddenly you get this book in your hands, and it's really exciting."

Historian advances the battle against global health epidemic

In her newest book, Amanda McVety, Naus Family Faculty Scholar and associate professor of history, advances new knowledge about the intersection of international relations, science, and the environment. It's just one of dozens of successful efforts that highlights the cutting-edge scholarship of Miami faculty. Published by Cambridge University Press in 2018, "The Rinderpest Campaigns: A Virus, Its Vaccines, and Global Development in the Twentieth Century," explores a successful international effort to eradicate the deadly cattle plague. "It's a big thrill," said McVety, who has had a previous book published by Oxford University Press in 2012 and is currently researching how the U.S. Department of Defense made disease control part of its global mission. She has taught history at Miami since 2006 and started the Rinderpest book in 2011. "It's such a long process with no tangible results, then suddenly you get this book in your hands, and it's really exciting," she said.



The Miami Experience

For generations, Miami students have immersed themselves in academics, research, athletics, and communities to create one powerful learning experience.

With endless events, performances, and activities, Miami students extend their education far beyond the classroom.



"I had to be part of the change that was needed."

Truman Scholar launches non-profits for global change

The life of Sara Al-Zubi '19 changed with a news article that gave her pause. In the summer of 2015, Alan Kurdi, a three-year-old Syrian refugee, was found dead on the shore of the Mediterranean Sea. At the time Kurdi's story made global headlines, Al-Zubi was a first-year student studying human capital management and leadership with a pre-medical co-major. She had spent some of her childhood in Jordan, near the Syrian border where conflict now pervades, before immigrating to the U.S. with her family. Had luck turned another way, the boy on the beach could have been her little brother.

Al-Zubi knew she could no longer remain an observer of the crisis. She founded Peace of Mail in response. The organization has sent more than 700 letters of encouragement to Syrian children forced away from their homes. But she didn't stop there. Al-Zubi is the founder and president of the Refugee Advisory Council at Miami, the executive director of 3Sisters Foundation, and a member of other local and international refugee councils. This spring, she was selected as one of the nation's 59 Truman Scholars, the premier fellowship for those interested in public-service leadership.

For Al-Zubi, taking action came naturally. "I had to be part of the change that was needed," she said.

Incoming Class of 2022*

3,937

students make up the
largest and most diverse class
in Miami's history

41 + **23**
states countries

3.77 average GPA **28** average ACT score

17.5%
domestic students
of color

15.8%
first-generation college
students

7.2%
international students

“This, right now, is a time in our nation where we desperately need leadership around the issue of equality and race.”

— *Wil Haygood '76, Boadway Distinguished Scholar-in-Residence*



Graduate student publishes new findings in scientific journals

Thaiesha Wright thought she would major in creative writing but fell in love with chemistry because it was her hardest and most interesting class in high school. After graduating from Spelman College with a degree in chemistry and a research focus on cancer biology, Wright chose Miami University for her graduate program — a decision that has proven to be wise. Working alongside undergraduates with faculty mentors Rick Page and Dominik Konkolewicz, she was published in three high-impact journals in 2017. Her current research focuses on more sustainable ways to produce ethanol. This first-generation college student is pursuing her doctoral degree in chemistry and biochemistry, representing the best that Miami's teacher-scholar model has to offer.



"I want my legacy to be one of advocating for the humanities, the liberal arts, and the disciplines therein because of the solutions they provide for the most critical problems facing contemporary America."

Advocating for the homeless through the humanities

History and political science double major Jacob Bruggeman '19 applies his relentless curiosity to research that grapples with some of the most pressing questions of our time. As an undergraduate fellow in the Humanities Center's Altman Fellowship Program, he works with an interdisciplinary team of Miami faculty members exploring critical topics in the humanities. He delved into more than 50 science fiction novels to explore the relationship between the user experience and design intent in city planning, culminating the project with a series of published op-eds. He researched the history of homelessness to reveal the ways in which people who are homeless can impact their own lives amid layers of oppressed identity. And at the master's level, he plans to address the opioid epidemic in Butler County, Ohio, by humanizing the experiences of those affected.

"I want my legacy to be one of advocating for the humanities, the liberal arts, and the disciplines therein because of the solutions they provide for the most critical problems facing contemporary America," Bruggeman said.



Taking Miami to the World

Special events that start conversations and engage worldwide audiences helped tell the story of Miami University.

Author Wil Haygood '76 addresses the Class of 2022 on themes of racial justice and uniting community.

“Science Friday” shares Miami research with 2 million people

The popular public radio show “Science Friday” came to the Oxford campus in April 2018 for a live performance, introducing Miami researchers to more than 2 million listeners worldwide. The show featured research such as the survival strategies of mushrooms and fungi to cold-adapted creatures, flies, and frogs. Host Ira Flatow also toured Miami labs and met with students to talk about their research.



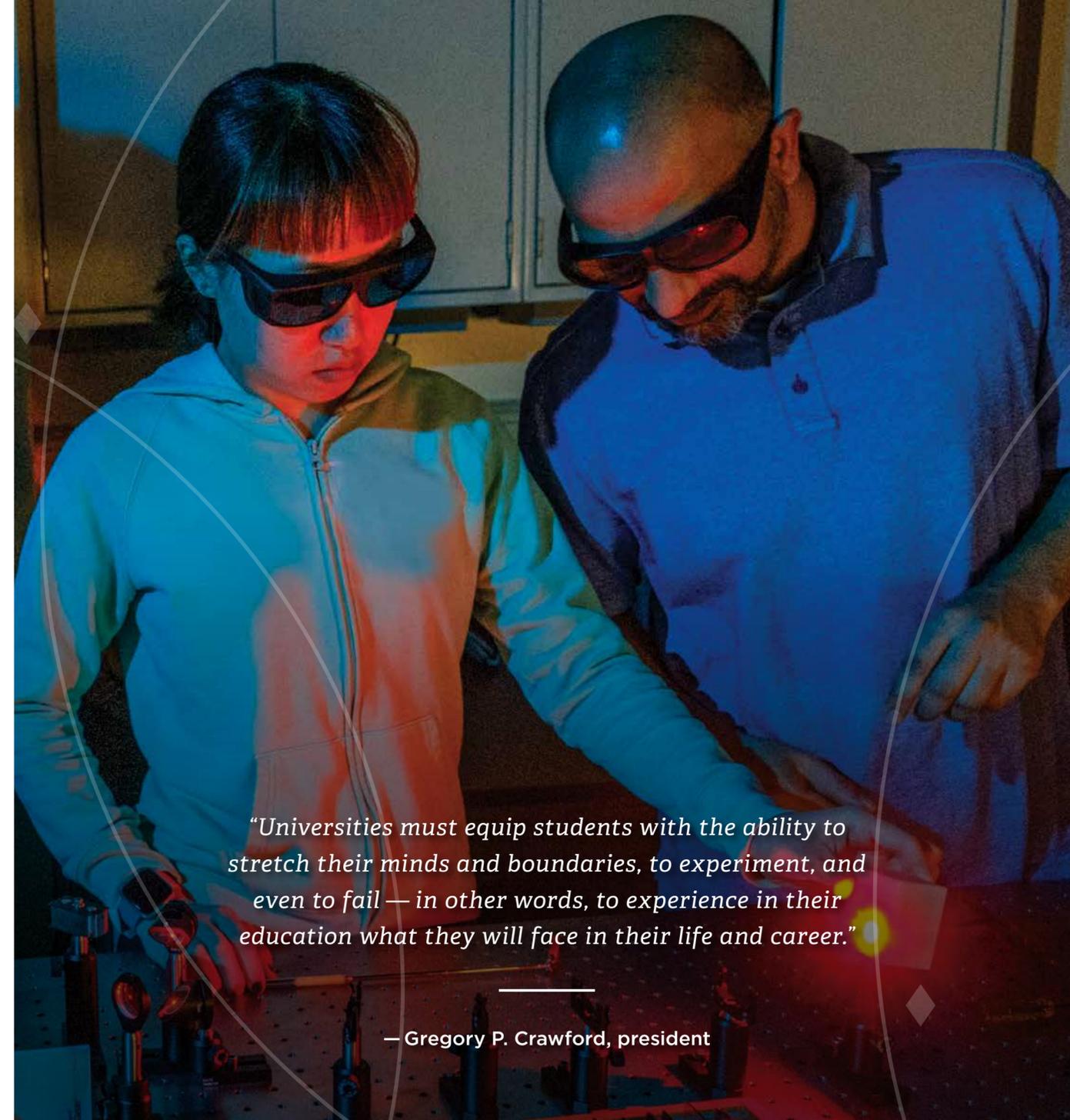
Honoring a civil rights icon’s fight for justice and equality

Miami University honored Congressman John Lewis, who helped train civil rights volunteers in 1964 at Western College for Women (now Miami’s Western Campus), with our inaugural Freedom Summer of ‘64 Award. We also demonstrated our commitment to diversity and inclusion by kicking off the 2018–2019 academic year with the worldwide debut of “Tigerland,” the new book by Wil Haygood '76. These signature events open meaningful conversations, break down barriers, and demonstrate the value of a Miami education to a wider audience.





*MOVING
MIAMI
(AND THE
WORLD)
FORWARD*



“Universities must equip students with the ability to stretch their minds and boundaries, to experiment, and even to fail — in other words, to experience in their education what they will face in their life and career.”

—Gregory P. Crawford, president



TEMPUS FUGIT

A Vision for Miami's Future

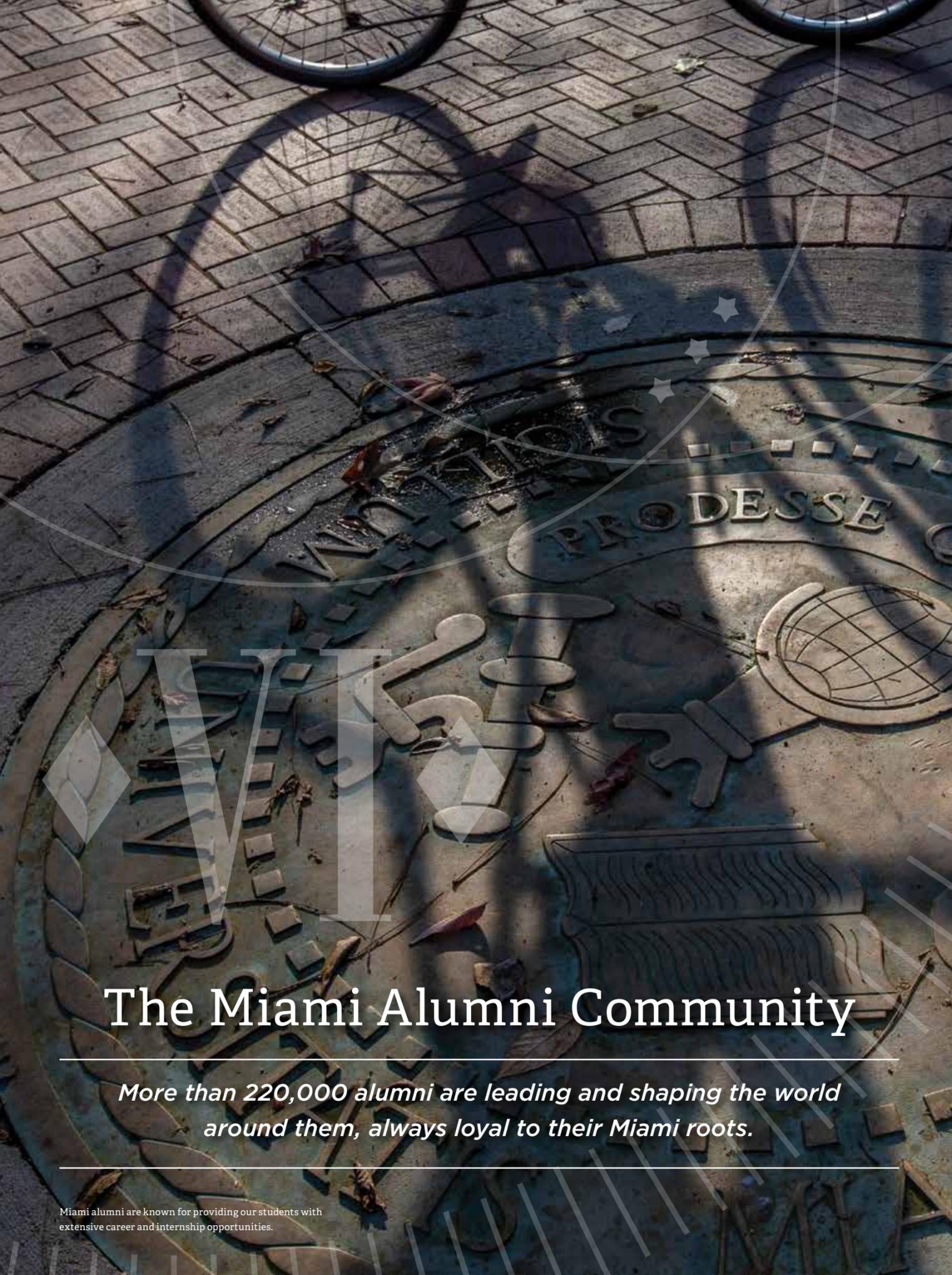
Together, we envision an academic community where students and faculty break through boundaries and transcend disciplines to solve big problems.

Miami's future is one where we are compelled to think big, act boldly, and use our energy to transform the world.



Preparing Miami for leadership with purpose

Envision Miami University in the future: a place where students and faculty break through boundaries to ask enduring questions and solve big challenges. Creating that future starts now with Boldly Creative, a \$50 million investment in the next generation of academic excellence at Miami. We will invest in innovative, faculty-generated ideas that carve out new scholarship in fast-growing areas that help prepare Miami students to be workforce and civic leaders. We will include investments in health care and health sciences, analytics and data science, and other areas that link traditional academic departments. Also, we will start work on a new strategic plan to replace the Miami 2020 plan, having exceeded all of our stretch goals a year early. Miami's faculty and staff will lead the strategic planning and create priorities to ensure that Miami sustains a superior commitment to academics, student experience, diversity and community, and financial stability for generations to come.



The Miami Alumni Community

More than 220,000 alumni are leading and shaping the world around them, always loyal to their Miami roots.

Miami alumni are known for providing our students with extensive career and internship opportunities.



"If you can find a way to help others succeed, you change somebody's life and their children's lives forever."

Gift of \$30 million provides scholarship opportunities

Combining a strong science foundation, an entrepreneurial spirit, and a superior ability to taste and smell, Dave Dafoe '84 finds himself as one of the country's foremost authorities on flavor. His unique combination of talents led him to found his own beverage development company, Flavorman, in Louisville, KY. His ultimate guiding principle? Helping others. Just like the startup beverage entrepreneurs who push the leading edge of a rapidly changing industry. Or the young Flavorman employees who remind Dafoe of himself when he first got started. Or the college students who receive scholarships derived from his generosity. In everything he does, Dafoe strives for more than personal achievement. He fervently works to help others succeed. "If you can find a way to help others succeed, you change somebody's life and their children's lives forever. And oftentimes, that's multiplied by 100 or 1,000 times when that same person goes out into the world and makes changes of their own," he said.



Graduating Champions

Miami student athletes show the power of academics and athletics combined, with a cumulative GPA of more than 3.0 for 27 consecutive semesters.

Philadelphia Eagles Super Bowl champion Brandon Brooks '11 delivers the 2018 spring commencement address.

Volleyball star with 4.0 GPA set for future success

From the volleyball court to the classroom, Katie Tomasic '18 demands the best of herself. She helped lead Miami's volleyball team to Mid-American Conference championship titles in 2016 and 2017. But this recent graduate is also a hard-hitting academic. As a student-athlete and finance major, Tomasic finished her college career with a perfect 4.0 GPA and a job offer from Eli Lilly. She was also named to the Academic All-America Second Team — the prestigious academic honors awarded by the College Sports Information Directors of America to high-achieving college athletes. Tomasic is the sixth athlete in Miami's history to receive these honors. "The analytical side of finance allows me to use that part of my brain that wants a solution and wants an answer," she said.



Baseball is more than a game to this RedHawk

Adrian Texidor arrived on the mainland of the United States to play junior college baseball in 2014. Today, he is one semester away from graduating from Miami in sport leadership and management, and hoping for a career in coaching. "That was my dream, to play college baseball," said Texidor, who was the Mid-American Conference Defensive Player of the Year last season. "I knew it was going to be a good opportunity to keep playing baseball."

Texidor is doing a lot more than that. With the help of his teammates, he has worked to raise money and supplies for people in his hometown of Guayama, Puerto Rico, after Hurricane Maria's devastating impact in 2017. He credits his Miami support system for inspiring him to pay it forward. "My teammates, my professors, my academic advisers, they helped me a lot. They also taught me how to grow as a person," he said.



Winning In and Out of the Classroom

4

Mid-American Conference
championships in 2017–2018

#2

Mid-American Conference all-sports
standing women in 2017–2018

#3

Mid-American Conference all-sports
standing men in 2017–2018

91%

Student-athlete graduation
rate in 2018

“I didn’t want to
use my platform for
just playing football;
I wanted to use it
for more.”

— *Brandon Brooks '11,*
Philadelphia Eagles guard



Inclusive Excellence

At Miami University, our differences elevate the learning experience for all and best prepare students for 21st-century leadership.

Miami students celebrate a multitude of cultural festivals, including Holi, a Hindu celebration also known as the "Festival of Colors."



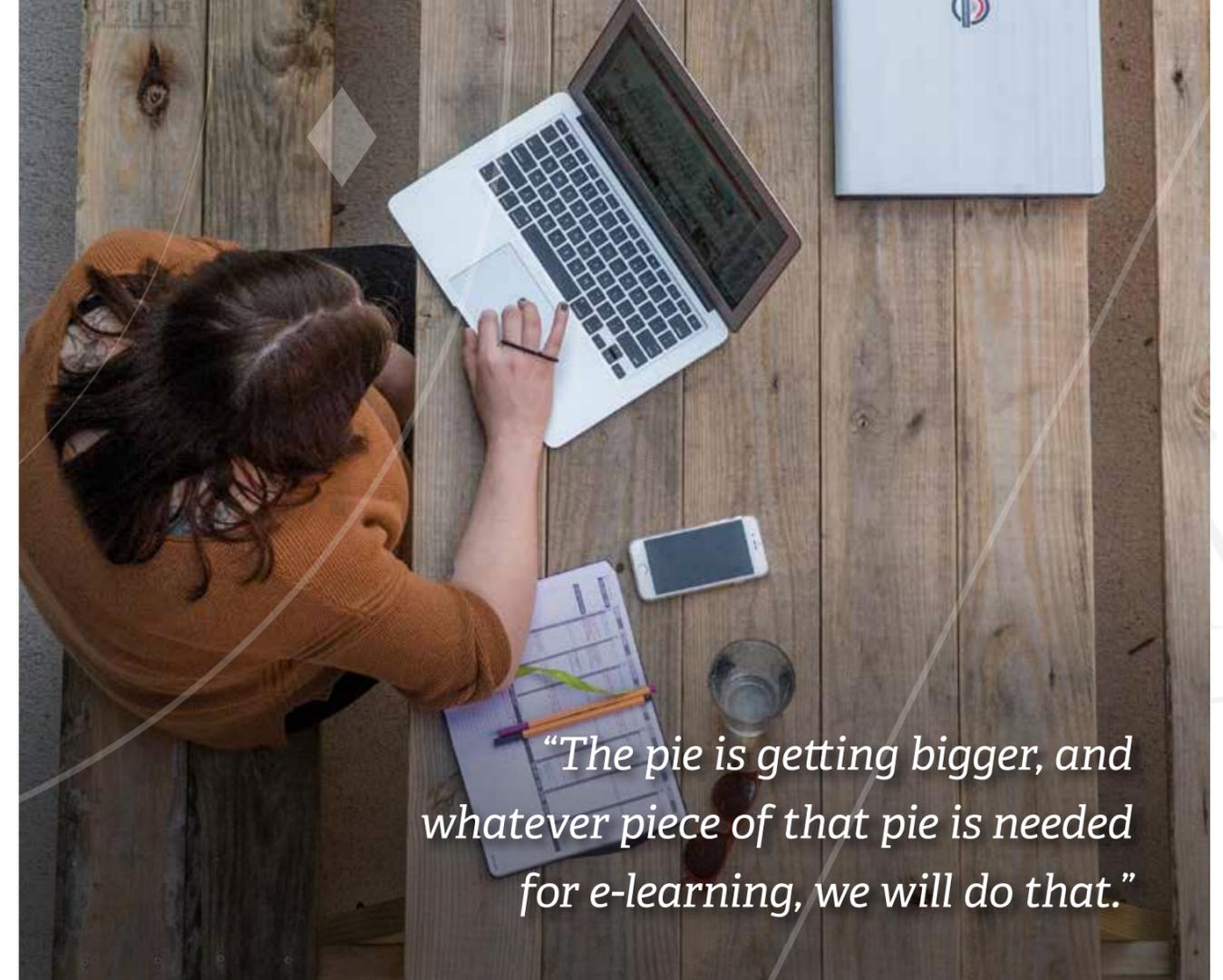
Miami alum brings history to life for students

To make history come alive for the Class of 2022 and engage first-year students in a real discussion about diversity, this year's Summer Reading Program used poetry, visual art, and music to connect the newest Miamians to the civil rights struggles of 1968. The experience culminated with the world debut of "Tigerland," the exciting new book from one of Miami's best-known alumni — Wil Haygood '76. Throughout the year, the university has led conversations designed to break down barriers, open meaningful conversations, and celebrate differences. Miami's leadership in national initiatives such as CEO Action for Diversity, the Dear World series, and #YouAreWelcomeHere only strengthened Miami's resolve to create and sustain a welcoming environment for Miamians of all backgrounds, encouraging everyone to excel and fulfill their potential.

Entrepreneurship and Innovation

Miami students turn successes and challenges into learning experiences, demonstrating the ability to create value amid fast-paced and unforeseen change.

Miami alumni entrepreneurs have secured venture funding totalling \$2.1 billion over seven years.



“The pie is getting bigger, and whatever piece of that pie is needed for e-learning, we will do that.”

Delivering a Miami education online, anywhere, anytime

Serving Miami students where they are is the goal of the E-campus at Miami Regionals, a rapidly growing way to deliver a Miami education. More than 3,500 students took at least one online course in 2017–2018, and 634 studied online exclusively. Students can finish six programs—two associate degrees in commerce and prekindergarten education, two bachelor’s degrees in commerce and health communication, the RN-to-BSN nursing degree, and the new bachelor’s degree in health information technology—without ever stepping into a classroom. With a retention rate at least as high as classroom courses, E-campus students are upholding Miami’s generational reputation for academic quality. And they’re doing it with course materials that are increasingly innovative. Instructional designers make every course interactive, and new-generation courses are taken on mobile devices.

“The pie is getting bigger, and whatever piece of that pie is needed for e-learning, we will do that,” said Janet Hurn, senior director of E-campus.

Creating Opportunity

Miami's undergraduate entrepreneurship program has been ranked for

11 YEARS

in a row among the top 10 undergraduate programs in the country

The Howe Center for Writing Excellence surpassed

42,000

student visits since 2007

57.2%

of graduates from the class of 2017 completed their degrees with at least one minor or additional major

In 2016, *Money* magazine ranked Miami as a

TOP 10

college for producing Fortune 500 CEOs nationwide

“We develop entrepreneurs at Miami. We are often asked whether our graduates get jobs, and they do. Increasingly, we will measure ourselves by this — how many jobs do our graduates create?”

— *Gregory P. Crawford, president*



“Innovation is absolutely critical for corporate survival. They have to embrace and master disruptive innovation.”

Turning 1,000 patents into new research and new companies

Wayne Speer, Markley Visiting Professor of Entrepreneurial Studies, understands what happens when new technologies and innovations disrupt the marketplace. As an external entrepreneur working at Procter & Gamble, Speer helps the company find and embrace the innovations that could put them out of business — like, what if people could wash their clothes without water? As a professor, he’s using his business expertise to guide students in investigating and commercializing the nearly 1,000 patents obtained by Miami in the Air Force Research Lab’s patent portfolio. Patents that may help a corporate partner learn how to harvest energy from overhead power lines or develop a higher capacity, safer lithium battery. According to Speer, “Innovation is absolutely critical for corporate survival. They have to embrace and master disruptive innovation. New technologies, new inventions, new methods are being discovered daily, and any single one has the potential of obsoleting a product or service.”



Altman interns develop skills in startup companies

Embedding Miami students into startup and high-growth companies is the goal of the Altman Summer Internships, a signature piece of Miami’s nationally ranked entrepreneurship program that provides immersive experiences for students and creates value for existing companies. Started in 2012 in Cincinnati and Chicago, the Altman program has placed 120 interns at 40 companies, including Narrative Science, GoHealth, and RxBar in Chicago; and Cerkl, Tiltr, and Roadtrippers in Cincinnati. With world-class faculty providing structure, coaching, and support before students even begin their internships, it’s a win-win situation for students and host companies.





Partnerships and Community Leadership

Armed with the talent and expertise of professors and students, Miami seeks potential partners to make the largest impact on our community and the world.

The Oxford Community Garden allows students to work on a project that breaks the cycle of health disparities found throughout low-income communities.

Breaking through boundaries and helping real people

It was back in the late 1960s when Miami researchers looked into the future and decided that the only way to study aging was to include perspectives from across all majors and courses — “transdisciplinary” before it became a buzzword. Pioneering a new field of study, the Scripps Gerontology Center became one of the first funded centers on aging in the country. In 2017, Scripps was Miami’s largest recipient of external funding with more than \$2.5 million. Partners now include departments such as art (where students help retirement home residents create their own artistic expression), education (where the center is exploring a Montessori-like model for those suffering from dementia), economics, engineering, and nursing. The program’s latest innovation is an online graduate certificate in social entrepreneurship and aging, empowering entrepreneurs to create solutions for an aging population. “The opportunities for innovative solutions are enhanced when you see the world more broadly, because your college has a different lens,” center director Suzanne Kunkel said.



Relationships that build strong neighborhoods

Confronting complex societal issues like access to affordable housing and quality education requires higher education to reach out to communities in genuine, empathetic ways. That’s why two Miami programs partner together to propose original solutions in Cincinnati’s Over-the-Rhine neighborhood. Students in the Center for Community Engagement work directly with neighborhood residents and community advocacy groups to design and build spaces that are equitable for all residents. Urban Cohort students collaborate with high-need schools and community-based organizations to prepare teachers who are grounded in the life of the community. They become a real part of the neighborhood. Tammy Schwartz, director of the Urban Cohort, sees relationship building as the program’s primary asset. “You can’t (build relationships) when you are not in the space ... or being in those places where families live,” she said.



Making a Difference

Scripps Gerontology Center's
Opening Minds Through Art Program
served seniors at

115 SITES

in 25 states and 4 countries in 2017

Miami secured

\$6.3 MILLION

in private funding from business and
industry, foundations, associations, and
nonprofits in Fiscal Year 2017

\$2.3 BILLION

Miami University's economic
impact in Ohio in 2016–2017

More than 5,000 Miami
students served

40,000

volunteer hours in 2017–2018

“Miami has access
to state, research,
alumni and student
resources that are
critical for building
a commercialization
ecosystem.”

— *Les McFawn, executive director
of Wright Brothers Institute*



A Stable History, A Sustainable Future

Investing in our core strengths, operating efficiently and clearing a sustainable path to a future of innovation — this is the financial strategy of Miami University.

Miami University is the No. 1 public university in Ohio for return on investment, according to a report by PayScale Inc.

Measure the value of a Miami education

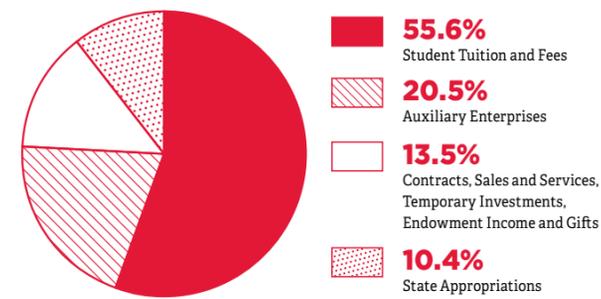
Amid the uncertain landscape of higher education, a decade of planning and foresight has enabled Miami to continue investing in the academic excellence and student experience that have distinguished Miami for generations. We have worked toward a more sustainable future with efficient design standards for new and renovated buildings. We have gained more than \$52 million in cost improvements during the last decade while continuously improving service and reducing campus energy use.

We are engaging alumni and friends to support Miami's mission, particularly with scholarships that will increase affordable access

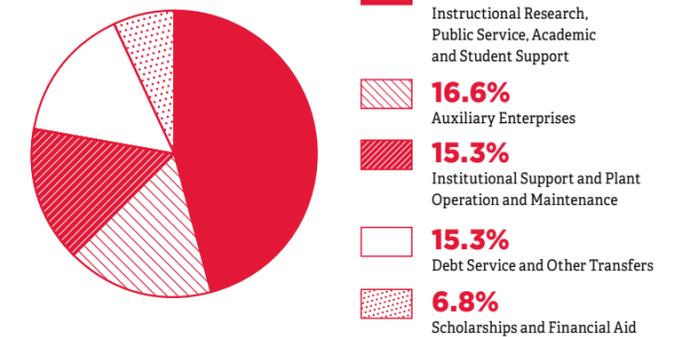
to a Miami education while also helping us continue to attract top students nationally and internationally. In 2018, David Dafoe '84 pledged \$30.1 million to the College of Arts & Science, a gift that will help future students have the same opportunity he had to attend Miami.

We look forward with innovation and creativity to fund scholarship and research that will enhance Miami's ability to attract top students and faculty, while preparing students for the fast-growing careers of the 21st century.

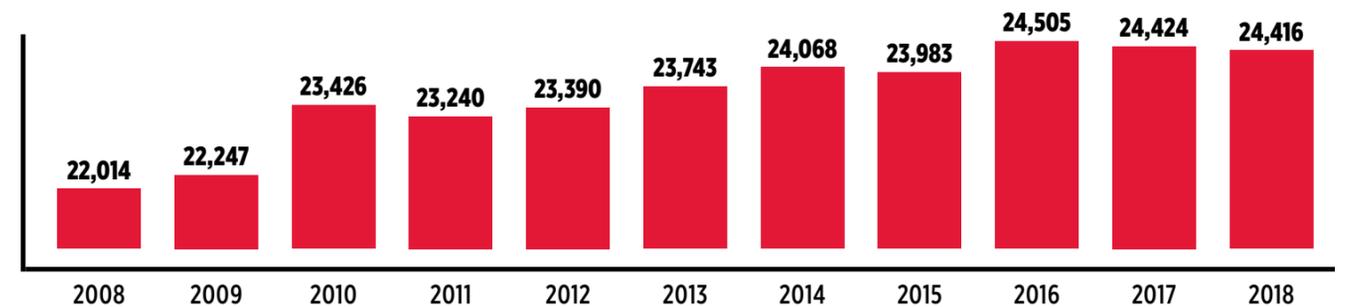
Revenues (\$736,333,088)
Fiscal Year 2017-2018



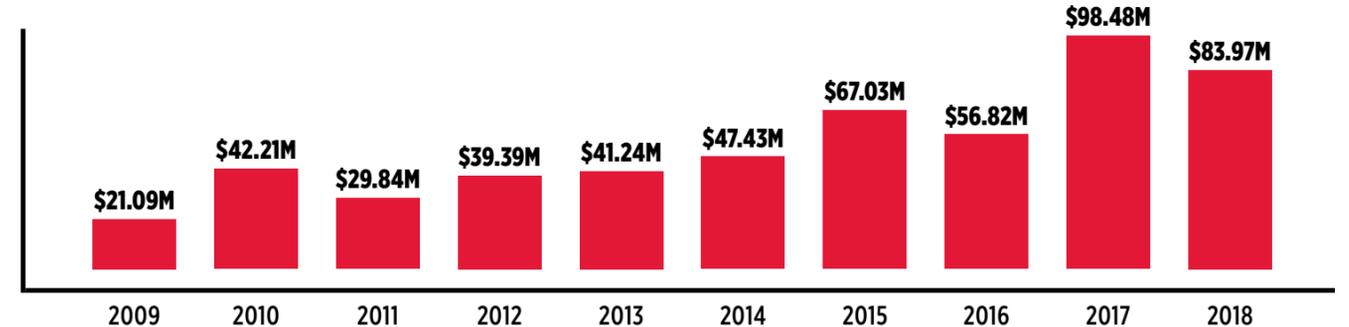
Expenditures (\$723,209,310)
Fiscal Year 2017-2018

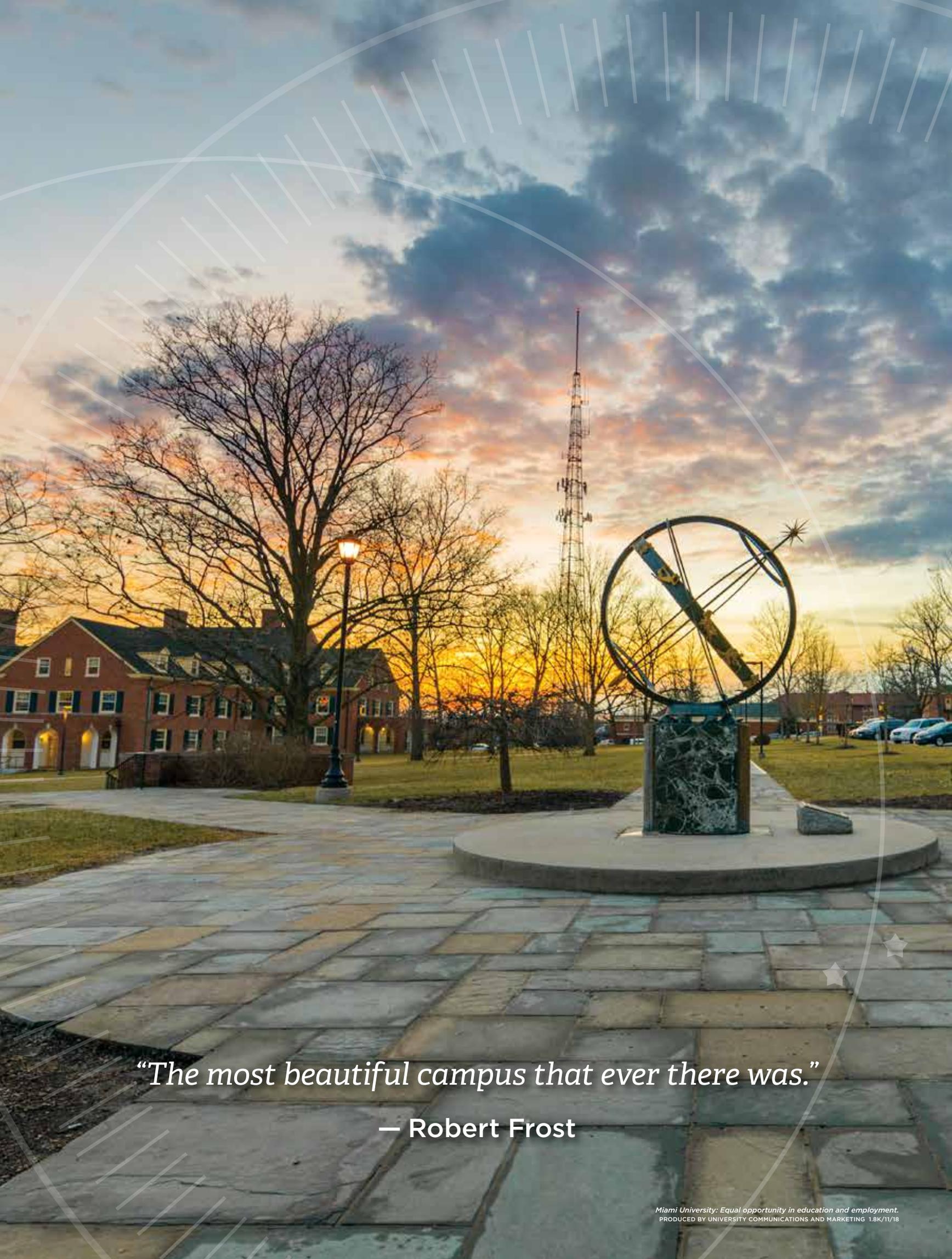


Enrollment Growth Across Academic Years (Fall Enrollment, All Campuses)



Growth in Private Support Across Fiscal Years





“The most beautiful campus that ever there was.”

— Robert Frost