

BOARD OF TRUSTEES
MIAMI UNIVERSITY
Minutes of the Board of Trustees Meeting
Phillip R. Shriver Center, Multi-Purpose Rooms B-C
3 February, 2012

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

The meeting was called to order at 9:00 a.m. in Multipurpose Rooms B-C in the Phillip R. Shriver Center on the Oxford Campus with the Board Chair, Mr. Donald Crain, presiding. The Secretary of the Board, Mr. Dennis Lieberman, called the roll and reported all nine voting members present; constituting a quorum for the purpose of transacting business. In addition to the Board members; President Hodge, Vice Presidents Allison, Creamer, Gempesaw, Jones and interim Vice President Bundy were present. Members of the faculty, staff, student body and community were also in attendance.

Present: C. Michael Armstrong (National Trustee) David F. Herche
 Jagdish K. Bhati Dennis A. Lieberman
 David H. Budig Sharon J. Mitchell
 Donald L. Crain Mark E. Ridenour
 Thomas J. Grote Matthew Shroder (Student Trustee)
 Sue J. Henry (National Trustee) Harry T. Wilks

Absent: Lot Kwarteng (Student Trustee)
 David M. Shade (National Trustee)

Executive Session

Upon the recommendation of the Chair, Mr. Ridenour moved, Mr. Budig seconded, and by roll call vote the Board convened to Executive Session for the purpose of conferring with General Counsel and discussing personnel matters, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22. At 10:05 a.m. the Board adjourned the Executive Session and convened into the Public Study Session.

Public Study Session

Leadership Initiatives

Vice President Barb Jones, along with; Mr. Eric Buller, Director of the Harry T. Wilks Leadership Institute, Dr. Megan Gerhardt, Director of the Buck Rodger Business Leadership Program, and Ms. Louise M. Morman, Executive Director of the Lockheed Martin Leadership Institute, presented a report on student leadership development initiatives.

Vice President Jones introduced the topic, stating:

Leadership has been a hallmark of Miami University since its earliest days. Leadership in today's society is complex and it's ever more critical for universities to focus on the development of leaders for the future.

Campus models for leadership development are typically based in either coursework or co-curricular programs.

- The Miami model of leadership creates a synergistic approach based on the collaborative efforts of both the curricular and co-curricular elements of the university. Each element can develop approaches that enhance the experiences of students and give them a variety of ways to engage in leadership.

Miami has a model of engagement that has encouraged and sustained leadership development over time.

- The emphasis Miami has placed on the student engagement model of learning provides opportunities for students to engage in deep and reflective leadership activities.
- According to the multi-institutional study of leadership almost 60% of Miami students report being involved in a leadership position on the campus. The percentage is consistently higher than other institutions.

Miami leadership development must be transformative to create valuable and positive change.

- We believe students learn the most when they are asked to be reflective about the values and assumptions that are the core of their actions and are given constructive feedback.
- When students engage in leadership both inside and outside the classroom that engagement has the ability to transform the student and create deep and lasting learning.
- This learning must be accessible to all students.

Greater synergy is needed across campus to develop and implement a leadership development model that will be nationally recognized as innovative, transformational and among the best

- To develop leadership as a well-defined and easily identifiable hallmark of Miami University will take a greater synergy among the many outstanding leadership initiatives that are part of the student learning experience.
- A focus on the transformational nature of the leadership experience and an efficient use of resources are critical to creating a university-wide culture of leadership.
- Today we will share with you some outstanding examples the academic and co-curricular elements of the Miami Leadership Experience.

With this in mind Academic Affairs and Student Affairs came together last year to create a leadership model focused on transformational leadership experiences. I would now like to introduce Eric Buller, Director of the Harry T. Wilks Leadership Institute.

The presentations of Mr. Buller, Dr. Gerhardt, and Ms. Morman, which followed, are included as Attachment A.

Distance Learning Programs

Provost Bobby Gempesaw, along with Ms. Janet Hurn, Interim Coordinator of e-Learning Initiatives, presented a report on distance learning programs. Their report is included as Attachment B.

At the conclusion of the Public Study Session, the Board convened to the Public Business Session at 11:15 a.m.

Public Business Session

Approval of the Minutes of the December 9, 2011 Meeting

Upon the recommendation of the Chair, Mr. Wilks moved, Mr. Herche seconded, and by voice vote the minutes of the December 9, 2011 meeting were unanimously approved, with nine Trustees voting in favor and none opposed.

Consent Calendar

Upon the recommendation of interim Vice President Bundy, Mr. Herche moved, Mrs. Mitchell seconded, and by voice vote Resolutions R2012-16 and R2012-17 on the Consent Calendar for the February 3, 2012 meeting were unanimously approved, with nine Trustees voting in favor and none opposed.

Recommendations of Committee on Naming of Campus Facilities

RESOLUTION R2012-16

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

Larry and Sandy Brueshaber Dean's Office
Room 117E, Voice of America Learning Center
Gift of Larry Brueshaber and Sandy Brueshaber (Class of 1977)

Harry T. Wilks Theatre
Room 1056, Armstrong Student Center
Gift of Harry T. Wilks (Class of 1948)

Dr. James C. Garland Hall
The central section of the School of Engineering and Applied Science Building
Named in honor of Dr. James C. Garland (Miami President 1996 – 2006)

Resolution Allocating Unrestricted Funds for FY 2011-2012

RESOLUTION R2012-17

BE IT RESOLVED: by the Board of Trustees that the below stated funds be allocated from unrestricted contributions to the Miami University Fund for the period July 1, 2011 to June 30, 2012:

	<u>2011-2012</u>
Office of the President	\$43,250
Academic Affairs	\$20,000
Finance & Business Services	\$200,000
University Advancement	\$62,000

Total	\$325,250

Comments by the Chair

Board Chair Donald Crain commented:

Good morning and welcome to today's Board of Trustees meeting. We are pleased to witness Mr. Harry Wilks' improving health and are glad to see him with us once again today. We are also pleased that one of the areas approved for naming today is the Harry T. Wilks Theater in the Armstrong Student Center. Thank you Harry, and thanks to everyone who has contributed to make the Armstrong Student Center a reality, and to make Miami such a wonderful student-centered experience.

Since our last meeting in December, we learned the sad news of Ed Demske's passing. For seventeen years, as the Senior Vice President for Finance and University Services and Treasurer, Ed served Miami; and after retirement, continued to serve the Oxford community, through the McCullough Hyde Hospital Board of Trustees, the Oxford Community Board, the United Way, the University Community Credit Union, the Oxford Rotary and, of course, his vocal support of Red Hawk athletics.

During Ed's tenure, Miami Metro service began, the Recreational Sports Center was constructed, and the recycling program was implemented – a program which went on to become the number one per capita performance college program in the nation. Ed was also the impetus behind the Child Care Center, the Student Athlete Development Center, and Miami's exceptional Culinary Support Center which bears his name.

Ed touched many lives, and made Miami an even better place for students, faculty and staff. We are deeply appreciative of all he has done, and our condolences and our thoughts go out to his family.

Ed will be deeply missed, but his legacy of devotion and commitment to Miami lives on, and can be seen in many of Miami's recent achievements and success. Let me share a few:

- The Office of Admissions received nearly 1,000 Early Decision applications for fall 2012, an over 90% increase versus last year. These students, committed to attending Miami University, will greatly shape the incoming class and are expected to account for 17% of the first-year target of 3,600. The University has also once again exceeded its historic record for first-year applications. For the first time ever, Miami has received more than 20,000 applications for admission.
- Miami jumped 25 spaces in Kiplinger's Personal Finance Magazine's ranking of the "100 Best Values in Public Colleges." Miami was ranked 52nd among in-state best values nationwide and 49th for out-of-state value, from a group of more than 500 public four-year colleges and universities.
- Our student athletes continued to shine. Following recognition last fall for their exceptional graduation rate, we now learn that our more than 500 student-athletes

have compiled a 3.15 average GPA, with 18 of Miami's student-athletes earning a perfect 4.00. 13 of 18 varsity teams were above a 3.00, with women's cross country leading the way with a very impressive 3.64 average GPA.

These are all wonderful accomplishments and we offer our congratulations to the students, faculty and staff involved.

As a Board we must say goodbye today to Matt Schroder, a valued Student Trustee who has been exceptional in serving as the voice of his fellow students. Matt consistently provided sound, well-measured input on a variety of matters and helped keep us all attuned to the thoughts and concerns of the student body. Matt will be receiving his Master of Accountancy degree and will begin work at Deloitte and Touche in Columbus, Ohio later this year. Matt embodies the motto Prodesse Quam Conspici, and we are certain he will be quite successful in his career. Matt, please stay in touch, we wish you the very best.

Joining us today we have Associate Vice President Brad Bundy, who is serving as interim Vice President for Advancement, welcome Brad. Another new associate we would like to welcome is Deedie Dowdle. Deedie is Miami's new Associate Vice President for Communications and Marketing. Deedie comes to Miami from Auburn University, and brings more than twenty five years of experience in communications and marketing. Unfortunately, Deedie could not attend today, but we all look forward to working with her in the future.

President's Report

President Hodge thanked Mr. Wilks for his recent gift in support of the Armstrong Student Center, commenting on how the Theater is especially appropriate given Mr. Wilks' wide-ranging field of interests. There will be unbelievable speakers, art, music and other activities, with the whole notion of community centered upon that facility. He also commented on Mr. Wilks' earlier generosity in support of student leadership initiatives, relaying his recent opportunity to discuss transformational leadership with undergraduate students; talking not about leadership as a transformative function, but about leaders who are a part of a cultural transformation of organizations. The energy and the give-and-take with students was incredibly lively, making the evening an absolute delight.

The President stated that Mr. Wilks' gift brought the total gifts for the Armstrong Student Center to \$29,874,000 towards an initial goal of \$30,000,000 and the extended goal of \$34,000,000. The University is doing extremely well in reaching the goal, and is appreciative of all who have given and provided support.

The President informed all that the months-long process of review for faculty promotion and tenure was recently completed, and that the Provost would soon outline the accomplishments of several of those faculty members. The President explained that as he reads the dossier of each faculty member considered, he looks for insight on the

attitude that they bring to their jobs - how they think about what they do in terms of teaching and research. This is really important, because there is nothing more important than the decisions made regarding the appointment of faculty - they are at the heart of what Miami's curriculum is, and at the heart of defining what the University is all about. To help illustrate the wonderful attitude of these faculty members, the President shared some excerpts from the dossiers:

- Kurt Hugenberg – Professor of Psychology – (works with biases in face perception – how our beliefs and prejudices about social categories can influence how we perceive others) – “One of my core goals across my teaching, research, and service is to get students involved in and excited about the scientific process. At its best, this involves both graduate and undergraduate students directly in hands-on research, creating new knowledge, and pushing the boundaries of our scientific understanding of psychology and human behavior”
- Bryan Marshall – Professor of Political Science (works with American politics – especially analysis of Congress) – “The core of what I do as a teacher fits quite naturally with the teacher-scholar model. This approach is more than a slogan: it links teaching and research in a constructive manner that enriches each. Research promotes better teaching and teaching helps to create a rewarding learning environment for students and faculty alike. The obvious benefit of Miami's teacher-scholar tradition in my field is that it enables me to pursue the goal of providing society with an educated and civically-engaged citizenry. I endeavor to make a student's time in my class intellectually rewarding by making classes challenging. I set high expectations and encourage my students to strive for extraordinary accomplishments. I seek to be an exemplary teacher: organized, clear and demanding, but fair. In return I expect only from my students what I expect from myself: to pursue the highest academic and intellectual standards, and maintain a strong work ethic.”
- Brian Ashenbaum – Associate Professor of Management (works with organizational and behavioral issues related to the integration of internal and external supply chains) – “The crucial test of one's success as a teacher is whether his students can apply the knowledge they have gained in new and different ways, and to different situations. The classroom is a laboratory for learning – controlled and useful, but also somewhat sterile. In particular, critical thinking and decision-making skills must reflect the uncertainty and ambiguity of the “real world” outside the classroom – no two situations they face will ever be identical. Students must learn that they often are seeking “best” answers with uncertain and imperfect information, and not necessarily the right answer that leave no room for doubt.”
- Deborah Beyer – Associate Professor of Nursing (writes about the nursing pedagogy, including the use of human simulators) – “Being a nurse means being a teacher. It is part of who I have become within my profession. Early in my career I became aware of the ability to disseminate information and the power that

- information became in the hands, eyes, and hearts of those who received it. Sometimes it was a patient and sometimes it was a nursing student under my supervision while caring for my patients. I understood that if a patient or student could perform a skill, they would repeat it and teach others.”
- Cynthia Klestinec – Associate Professor of English (scholar of Renaissance documents related to the development of medicine) – “In 2007 I was immediately drawn to Miami for its vibrant culture of humanistic inquiry. Part of that vibrancy depends on interdisciplinary arrangements...Miami cultivates the crossing of disciplinary lines by encouraging the development of new courses at the undergraduate and graduate levels and by supporting workshops and programs with interdisciplinary scope. It is often difficult to do interdisciplinary work within institutional structures that tend to reinforce the separateness of teaching and scholarship or one discipline from another. At Miami, however, the teacher-scholar model offers a way to integrate teaching and research so that both may thrive... As a teacher-scholar, I remain committed to the idea that my courses will challenge students to approach issues and problems from multiple perspectives...”
 - Tammy Kernodle – Professor of Music (research focuses on the intersection of race and gender in various genres of American music) – “When I think back over my college years I remember those instructors that positively and negatively affected my academic career. I aspired even then to take those traits that motivated and excited me as a student and those that left me longing for a different outcome as important lessons in my development as a future scholar and teacher. Those instructors that had the greatest impact on me created a classroom environment that motivated and challenged students to move beyond their comfort zone. I learned quickly that rewarding educational experiences grew out of an open environment that cultivated mutual respect between student and instructor while establishing high expectations and fair standards. This is the perspective I take into the classroom with me every day.”

The President said these are perspectives we witness on the campus every day; they are the heart of what we do, but that it is not only in the classroom and through the teacher-scholar model that we impact students and move them forward. To illustrate this, he told of how, in the past three weeks, he has received several emails from parents that talk about how Miami’s faculty and staff affect the experience of their children. He shared three such emails, saying they reflect the feeling, the attitudes and the expectations of who we are.

- “I wanted to thank you for all you did to help straighten out the clicker mess for my daughter. Thank you also for how quickly you responded and how willing you were to help and make things right. I was so discouraged with how she was being treated by STORE X. Your actions and your kindness reminded me what Miami University is all about and that STORE X is not a part of Miami University. She truly has had a very positive experience at Miami I am really

starting to believe when they say that everyone at Miami University cares about the students and is there to help them and make it a positive experience.”

- “My daughter is a Freshman, ... at Miami this year. We are from Ohio originally and moved away six years ago. Her first semester at Miami was a bit trying due to some medical issues. Over semester break I reached out to several of your staff and faculty and have been overwhelming pleased with the response I have received.

After emailing no less than 10 of your Miami staff, some directors, some professors, and some RA's, I received responses by either email or phone call within 24 hours from every person except one. In both of my children's educational career's I have never encountered such prompt and dedicated people.

These employees have made a state school of over 15,000 seem like a small private school that is very easy to manage, even from as far away as we are.”

- “At the risk of repeating something you have hopefully heard before but probably not often enough, my wife and I continue to be impressed with the level of care and commitment everyone associated with Miami demonstrates at every turn.

From the first communication we received after our daughter had the good sense to show an interest in Miami through your e-mail today, and all the e-mails and letters in between, we are left shaking our heads in disbelief at how hard you all try and at how successful you are at getting things right.”

Academic and Student Affairs Committee Report

Committee Chair Sue Henry reported:

The Academic and Student Affairs Committee of the Miami University Board of Trustees met on Thursday, February 2, 2012, in Phillips Hall at the University.

The Committee voted to adjourn to Executive Session to discuss personnel issues.

The Committee subsequently opened its public meeting.

STUDENT TRUSTEES

Mathew Shroder updated us on the SEAS-Lockheed Martin Leadership Institute (that will be further discussed later today). He reported that after a winter rush 1,300 men and women have newly entered the Greek system. Also, the new “myMiami” portal is on hold until new infrastructure is established and security issues are resolved. Trustee Kwarteng filed a written report indicating that 44 student projects have been funded by the Office for the Advancement of Research and Scholarship just this spring semester. Grants usually range from \$150 to \$500, but some exceptional projects have received up to \$1,000. He also reported that online teaching evaluations are progressing and the goal is to have 100% of the evaluations filled out online by fall 2013.

ASSOCIATED STUDENT GOVERNMENT

Secretary Tyler Sinclair reported that ASG is heavily involved in reviewing the Global Miami Plan and the academic advising system which is at the forefront of its agenda this year. ASG passed a bill calling for mid-term grades for all students and it is looking into revising the current roommate search tool.

UNIVERSITY SENATE

Professor Steve DeLue, Chair of the University Senate Executive Committee, reported that the Senate unanimously agreed that the Miami Plan should be revised and Professor Tassoni, chair of the Liberal Education Committee, will present to Senate a revised format for conducting that review. The Provost's proposal on the regional campuses has been referred to the Senate's Academic Policy Committee. That committee will coordinate its review with the regional campus committee and will send its recommendation to the Senate on April 9. Senate also agreed to a new approach to the combined BA/MA degrees program that was subsequently discussed by the Provost in our meeting. The Senate approved a new major in Master's in Social Work jointly taught between Miami and Wright State University.

ENROLLMENT MANAGEMENT

Associate Vice President of Enrollment Management Michael Kabbaz gave us extremely good news, reporting that our total applications have increased over last year by almost 11% reaching an all-time record high for the University. And, our early decision applications are up by an astounding (my words) 96%. Our domestic non-resident applications are up by 12% and our international non-resident applications are up by 35%. So our applicant pool is 50% non-resident. Also, this year, we have received applications from each of the 50 states. These extraordinary increases put us at the top in the college community. They are not reflective of any national trend, but are attributable to our college and the fine efforts of our administration and, particularly, Michael Kabbaz.

CALENDAR COMMITTEE

Vice President Kabbaz reported that the University Senate supports the four recommendations regarding our calendar: (1) adding a winter session, (2) restructuring the fall and spring academic terms, (3) revising the time blocks to accommodate the shorter semesters, and (4) accelerating the beginning of the summer session. The Academic Calendar Implementation Committee, chaired by Vice President Kabbaz, has set January 2014 as its goal for implementing the new calendar.

COMBINED BACHELORS AND MASTERS DEGREES PROGRAM POLICY

Provost Gempesaw discussed the new combined bachelor's and master's degrees program, which as I mentioned before, has been approved by University Senate and will begin in fall 2012. Departments offering a master's degree will have the option to offer a combined program. A student may apply to the combined program at any time during his or her college career including when applying for undergraduate admission. The student would be provisionally admitted at that time. Upon completing 64 hours of credit and earning a minimum GPA of 3.25, the student may formally apply to the combined degree program. Programs offering the combined degrees may allow students to double count up to 9 hours of graduate course work toward their undergraduate degree. Students will remain as undergraduates until they complete 128 hours and either graduate or request the graduate school to change their status. This status change might affect a student's financial aid, so now it is not automatic but is in the hands of the student. Full and part-time students may participate in combined degree programs.

ADVISING

Associate Vice President and Dean of Students Susan Mosley-Howard explained the structure, philosophy and focus of the Miami advising system. Along with this review, she presented three separate analyses and recommendations conducted in 2007 by internal and external reviewers. The general consensus of the reviewers was that, despite very strong efforts by individual advisers, Miami has a cumbersome, confusing and complex system with no central oversight. Additionally, there are problems with the interaction of first year advisors and the divisional and departmental advisors. This all results in inconsistency among the various advising systems that confuses students. Further, there is no agreement on the role of the special advisers i.e. pre-law, pre-med, athletic-academic coordinators and honors. Progress has been made by establishing an Undergraduate Academic Advising Council ("UAAC"), creating a "drop-in" advising office for general questions, instituting individualized advising at orientation for incoming new students, and adopting "advisorTrac" as a campus-wide advising documentation tool that maintains a cumulative record of all advice given to a particular student. The Degree Audit Report computer system is heavily utilized by students. Much remains to be accomplished including simplification of the system, clarification of the roles of the various advisors and establishment of a unified approach to training advisors. Also, we need to focus on transfer students, students entering with AP credits and students with special learning needs. Under consideration also are establishment of a peer advising system and having advisor sign-offs.

MAPWORKS DATA

Dr. Mosley-Howard also reviewed the MAP-Works early intervention and warning system used at Miami since 2008 to identify students at risk of dropping out of the University. This is a voluntary, self-reporting survey that measures three areas: overall transition, academic integration and social integration. These data are used by first year advisors and special advisors to target intervention efforts.

ACADEMIC DEANS REPORTS

SCHOOL OF FINE ARTS

Dean James Lentini shared with us updates about the School of Fine Arts. He proudly explained that on October 11, 2011, this academic year was declared the “Year of the Arts” at Miami - a year that celebrates our numerous performances, exhibits and scholarship in the arts at Miami. Highlights of our Year of the Arts include the 2011 grand opening of the \$1.8 million Art Center at the renovated Phillips Center (where we had our meeting), the art museum’s exhibit entitled “The Rise of Women in the Arts, parts I and II,” that runs through May 2012, the marching band’s performance at the Macy’s Thanksgiving Day parade in New York City, the inauguration of the “Distinguished Artist Alumni Awards” upcoming in April 2012 and the recent announcement that 350 Miami performers will appear at Carnegie Hall in New York on October 7, 2012. In addition, there have been numerous on and off campus performances and events. All of these highlights have generated a great deal of press coverage and publicity for the University.

Dean Lentini shared the good news of many accomplishments in the School of Fine Arts. The 2011 Fiske Guide to Colleges ranks our Architecture program in the top 20 public and our music program in the top 25 public and private as the “strongest programs” nationally for the second year in a row. Interior Design was ranked 10th nationally by “DesignIntelligence” out of more than 300 programs. The Center for Community Engagement in Over-the-Rhine placed on the President’s Higher Education Community Service Roll. And, in 2011, our Highwire Brand Studio was ranked by “U.S. News & World Report” as one of “10 College Classes that Impact the Outside World.”

Numerous changes in the curriculum include establishment of the interdisciplinary B.A. degree in Interactive Media Studies, the Miami Design Collaborative, the Digital Game Studies minor, an Arts Management minor, a new certificate in “Design Thinking,” and new minors in 2-D and 3-D media. In development are a new minor in music theatre and a Visual Culture Studies certificate.

Dean Lentini also reported that a Strategic National Arts Alumni Project survey showed that 94% of Miami fine arts alums rate their experience as either excellent or good; 55% of fine arts undergraduates were employed within four months of leaving the University and an additional 20% pursued further education; 81% of the fine arts graduate students obtained work within four months of leaving Miami; and 58% of fine arts graduates work as teachers and 48% as professional artists.

MUDEC – LUXEMBOURG

Dean Thierry Leterre reported on the Luxembourg campus that was established in 1968 and has been housed at the Chateau of Differdange for the past 15 years. He announced that he is nearing the end of negotiating a new lease on the chateau. The Luxembourg campus has an average of 320 undergraduates every year and boasts 9,795

alums. There are 4 American and 16 European faculty each year. Future plans for the Luxembourg campus include developing new partnerships with the Commune of Differdange and the Luxembourg government, expanding the curriculum particularly in the field of business, and including new experimental options.

A tour of the School of Fine Arts facilities was conducted after the meeting.

Recommendations for Promotion and Tenure

Provost Gempesaw spoke to the resolutions for Promotion and Tenure, and for Promotion and Continuing Contract for Librarians, stating:

Mr. Chairman and distinguished members of the Board of Trustees, the granting of tenure is one of the most important decisions made at the university because the excellence of a university starts with outstanding faculty. The tenure process involves a comprehensive review by external peers and internal review at the departmental and divisional levels, by the University Promotion and Tenure Committee, Provost, and President. The tenure evaluation at Miami seeks to find a balance among teaching, scholarship and creative activities, and service. Faculty members proposed for promotion and tenure are teacher-scholars and engaged learners, challenging students to become involved in creative and scholarly activities.

I would like to introduce five of the faculty who have been recommended to the Board for promotion and/or tenure and highlight some of their accomplishments and educational experiences.

Emily Zakin, Department of Philosophy, promotion to professor

- Emily earned her Ph.D. from the State University of New York at Stony Brook. She joined the faculty at Miami in 1995. She was promoted to associate professor in 2001 and is the current chair of the Philosophy Department. Her research record since her promotion to associate professor is one of steady and consistent research productivity. The venues in which her work has appeared give evidence to the high quality of her work, publishing in leading journals in her field. Emily's service record is extensive within Miami and the profession. In her role as director of graduate studies, the quality of the graduate students in the M.A. program increased notably and graduates of the program have gained admission to Ph.D. programs. In the profession, she has chaired committees, founded a new journal, and organized a conference which attracted scholars from the fields of English, classics, and philosophy.

The following faculty have been recommended for tenure and promotion to associate professor:

Deborah Beyer, Department of Nursing-Hamilton campus

- Deborah earned her Master of Science in Nursing from the University of Cincinnati and joined the nursing program as assistant professor at Miami in 2006. Through case studies, reverse case studies, concept mapping, and the patient simulator she is able to engage students to a higher level of problem solving and critical thinking than normally witnessed in the classroom. Professor Beyer twice participated in an international teaching experience with students in Gambia, West Africa. She serves as a nursing consultant and coordinator of Sobremesa, a Latino focused health education program in Hamilton. Her research on patient simulation, which is fairly new as a teaching strategy in health professional education has received very positive comments from all the external reviewers.

Bryan Ashenbaum, Department of Management

- Bryan holds a bachelor of science in microbiology, an MBA and Ph.D. in Business Administration, all from Arizona State University. Prior to starting his academic career, he has held various positions with Procter & Gamble, Honeywell, NIBCO, and the U.S. Navy. He joined the Department of Management at Miami in August of 2006. He brings a high level of student engagement to his classroom by adding a real-world component to his teaching with client-based stakeholders. Managers from companies come to Miami specifically to participate in his case competition in operations and supply chain management. His primary research interests are in integration and boundary behavior among supply chain actors and assessing the impacts of the “human factor” in supply chain and operational issues. He has published in the Journal of Supply Chain Management, the Journal of Business Logistics, and a number of other leading academic journals.

Andrew Au, Department of Art-Middletown Campus

- Andrew received his MFA from the University of Cincinnati and came to Miami in 2006 as an assistant professor of art. His department chair states that Andy’s story represents a stellar case study of how faculty in the probationary ranks should strike a path to successful advancement and that he displays substantial strength in all the required categories of assessment. His creative work has received recognition at the regional, national, and international levels. He has created a successful art program for the Middletown community serving as curator for MUM Galleria Middletown and serves on the planning committee for “Got Art”, an annual art exhibition at various venues in Middletown. His colleagues view Professor Au as an exemplary faculty member who contributes at very high levels of quality in every aspect of his work.

Patrick Murphy, Department of English

- Patrick earned his master’s and Ph.D. from the University of Wisconsin-Madison. Since joining Miami in 2007, he has taught courses in medieval and early modern

literature, writing, and the history of the English language. His success in teaching historically remote and difficult material seems to derive from the preparation he devotes to each class meeting. Students have commented they found his class “exciting”, or “the best” or “the greatest class” they had taken at Miami. In 2011, his book *Unriddling the Exeter Riddles*, a study of an important group of Old English poems, was published by Penn State University Press. The work received praise from referees who agreed that it breaks important new ground in the area of Anglo-Saxon studies as well as in the interpretation of the Exeter Riddles. He is currently serving as associate chair of the English Department and chief departmental advisor.

Mr. Chairman, President Hodge and I recommend that the Board of Trustees approve the applications of the candidates for promotion and/or tenure listed in the Board resolution. We also recommend that the Board approve the promotion and continuing contract of Kevin Messner as associate librarian.

Resolutions for Promotion, Conferral of Tenure and to Award Continuing Contracts

Following the Provost’s comments, the resolutions for Promotion and Tenure, and for Promotion and Continuing Contracts for Librarians were consolidated into a single vote.

Upon the recommendation of Provost Gempesaw, Mrs. Mitchell moved, Mr. Bhati seconded, and by voice vote Resolutions R2012-18 and R2012-19 were unanimously adopted with nine Trustees voting in favor and none opposed.

RESOLUTION R2012-18

BE IT RESOLVED: that the Board of Trustees hereby approves the recommendations for promotion and tenure effective July 1, 2012:

Promotion to Professor

Reza Akhtar	Mathematics
Carl Dahlman	Geography
Wietse de Boer	History
Michele Dickey	Educational Psychology
Amanda Diekman	Psychology
Matthew Gordon	History
Mary Harris	Music
Kurt Hugenberg	Psychology
Tammy Kernodle	Music
Bryan Marshall	Political Science
Michael McCarthy	Marketing
Timothy Melley	English

Robert Seufert	Sociology and Gerontology
Jeffrey Wanko	Teacher Education
Emily Zakin	Philosophy

Conferral of Tenure and Promotion to Associate Professor

Jason Abbitt	Educational Psychology
Kevin Armitage	Western Program
Bryan Ashenbaum	Management
Andrew Au	Art
Nazan Bautista	Teacher Education
Elizabeth Bergman	German, Russian, and East Asian Languages
Deborah Beyer	Nursing
James Coyle	Marketing
Marcia England	Geography
Keith Frikken	Computer Science and Software Engineering
Tetsuya Ishiu	Mathematics
Cynthia Klestinec	English
Theresa Kulbaga	English
Jerome Luczaj	Computer and Information Technology
Patrick Murphy	English
Gaile Pohlhaus	Philosophy
Jacquelyn Rahman	English
Kumar Singh	Mechanical and Manufacturing Engineering
Peng Wang	Management

Conferral of Tenure

Steven Keller	Chemical and Paper Engineering
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Promotion to Associate Professor

Bruce Drushel	Communication
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RESOLUTION R2012-19

BE IT RESOLVED: that the Board of Trustees hereby approves the recommendation for promotion to Associate Librarian and the awarding of a continuing contract, effective July 1, 2012:

Dr. Kevin Messner
Life Science Librarian

Finance and Audit Committee Report

In the absence of Committee Chair David Shade, acting Chair Michael Armstrong reported:

The Finance and Audit Committee met on Thursday at 2:00 p.m. in Roudebush Hall. The meeting began with an Executive Session to discuss personnel matters and to consult with General Counsel.

The first agenda topic was the regular status report on the Strategic Priorities recommendations. This report primarily focused on health benefits. An assessment of the University's health benefit plan was recently completed by USI Insurance. The consultant's report was complimentary of the progress that has been made since the last review of the benefit plan over four years ago but also identified several opportunities for future consideration. Vice President Creamer reviewed the recommendations with the Committee and also discussed next steps. Dr. Creamer plans to arrange for members of the Committee to meet with the consultants to discuss the report in more detail in the future; and to also work with him on the implementation of the consultant's recommendations.

Dr. Creamer also provided the Committee with a brief report on the preliminary budget planning assumptions that will be used in preparing the 2013 budget. The Committee will receive a more detailed overview of the proposed budget at the April meeting with approval of the 2013 budget to occur at the June meeting.

Michael Kabbaz, Associate Vice President for Enrollment Management, provided the Committee with an enrollment update. He reported that applications for fall 2012 have exceeded 20,000 for the first time and that applications for all academic divisions are ahead of last year. Application trends throughout Ohio are strong with the strongest patterns in the southwest, northwest, northeast and central counties of Ohio. Applications from students residing in the Great Lakes region and the east and west coasts are also especially strong this year. Mr. Kabbaz also discussed with the Committee yield and recruitment. The Committee expressed their appreciation for the excellent work that has been accomplished this year by everyone involved in the admissions process.

The Committee received its regular update on the status of the current year budget through the end of December. All campuses are projecting surpluses as cost containment efforts continue throughout the University. The one area underperforming through the first six months is the non-endowment investment earnings. The almost nonexistent yield on short-term investments combined with ongoing volatility for longer-term investment vehicles led to a net investment loss for the first six months. Stronger returns for January will partially correct this pattern. The University's budget planning incorporates the possibility of this occurrence and this situation is manageable even if investment returns do not return to normal by the end of the fiscal year.

Barbara Jena, Director of Internal Audit and Consulting, provided the Committee with a written report on the progress that has been made towards the selection of the University's independent audit firm. Seven firms submitted proposals with four of the seven firms participating in campus interviews with representatives from the University, the Foundation and the Auditor of State. The recommendation by the administration that the University's client preference points be directed to McGladrey Pullen, the fifth largest public accounting firm in the nation, was accepted by the Committee. The University's preference will now be forwarded to the Auditor of State who will make the final selection using a new scoring system that was introduced last year. The new firm will meet with the Committee to discuss the engagement either in April or June.

Bob Keller, Associate Vice President for Facilities Planning and Operations, reported on the State of Ohio capital improvement request and reviewed with the Committee the general condition of university facilities. Following no capital funding being appropriated in the last biennium, the prospects of almost \$400 million being appropriated for higher education later this spring look very promising. The administration is hopeful that a capital bill will provide needed funding for the renovation of Kreger Hall and major repair projects on the regional campuses. While the immediate news is much improved, the decline in real capital spending by the State of Ohio over the last decade combined with what currently is budgeted for renewal and replacement by the University is unlikely to sustain educational facilities and the supporting infrastructure into the future if additional funding is not identified. The Committee asked that this issue be included in future budget modeling and planning discussions with the Board of Trustees.

Mr. Keller also reviewed with the Committee the capital plan for the residence and dining halls, how it is helping to address well maintained but aging buildings and the importance of the projects that will be acted on later in today's meeting. The presentation was an opportunity for some of us to learn more about the good work that has been done by the Committee on this issue in the past and to better understand how the proposed projects fit into a long term plan that is intended to preserve facilities that are integral to student life on campus.

Mr. Keller then presented for the Committee's consideration six capital projects all centered on student life. The first four projects continue the renewal of residential and dining facilities that began last summer. These projects include a new residence hall to be constructed near Morris, Emerson and Tappan Halls, a new dining hall on the Western Campus, the renovation of Bishop Hall and site improvements essential to these and other near-term residence hall projects. Long overdue improvements to Cook Field and the equestrian site along SR 73 have also been proposed. Dr. Creamer will discuss each project in more detail as the resolutions are introduced. The Committee recommends that all six resolutions be approved.

Mr. Keller concluded his report with updates on the Armstrong Student Center and construction reform. The student center project is progressing as scheduled. The site already reflects many of the changes that will need to occur to integrate the existing

buildings into the single structure that will serve as the new hub for student activity. The status report on construction reform was also quite positive. Rule changes are progressing as scheduled and are in some instances to the point where the new delivery methods can be used for future projects. For example, the proposed new residence and dining halls that you will act on later in today's meeting are expected to employ "construction management at risk" rather than the multiple prime delivery approach that has been used for decades.

Finally, the Committee also received and discussed its regular reports. Brad Bundy, interim Vice President for Advancement, made a very positive report about recent gift giving. The University was the beneficiary of several significant gifts in recent weeks. One that I personally want to recognize is from our own colleague, Trustee Harry Wilks. His gift for the new student center has enabled the University to be within an eyelash of reaching the fundraising target for a project that will mean so much to our students. It also continues a pattern of Harry's generous support for Miami University.

Following Mr. Armstrong's remarks, the Board considered resolutions for six capital projects.

Resolution to Authorize Award of Contracts for the Morrison-Emerson-Tappan (MET) Quadrangle Residence Hall and Western Campus Dining Hall Projects.

Upon the recommendation of Dr. Creamer, Mr. Bhati moved, Mr. Ridenour seconded, and by voice vote Resolution R2012-20 was unanimously adopted with nine Trustees voting in favor and none opposed.

RESOLUTION R2012-20

WHEREAS, the MET (Morrison-Emerson-Tappan) Quadrangle Residence Hall project involves the construction of a new residence hall, and the Western Campus Dining Hall project involves the construction of a new dining hall; and

WHEREAS, Miami University has determined that reduced costs from economy of scale could be gained by combining the projects into a single award of contract; and

WHEREAS, Miami University has identified bond and local funds in the amount of \$42,500,000 for the MET Quadrangle Residence Hall and Western Campus Dining Hall projects; and

WHEREAS, the receipt of proposals is planned for March 2012; and

WHEREAS, the Board of Trustees desires to award a contract to the most responsive and responsible bidder;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, with the

concurrence of the Board Chair and the Chair of the Finance and Audit Committee, in accordance with all State guidelines, to proceed with the award of contract for the MET Quadrangle Residence Hall and Western Campus Dining Hall projects with a total project budget not to exceed \$42,500,000.

Resolution to Authorize Award of Contracts for the Infrastructure and Site Improvements for Western Campus Residential Projects

Upon the recommendation of Dr. Creamer, Mr. Bhati moved, Mr. Ridenour seconded, and by voice vote Resolution R2012-21 was unanimously adopted with nine Trustees voting in favor and none opposed.

RESOLUTION R2012-21

WHEREAS, the Western Campus Site Infrastructure project provides site infrastructure improvements including heating, cooling, storm water, sanitary and domestic water, natural gas and data lines to support the construction of the new Western Campus residence and dining facilities; and

WHEREAS, Miami University has identified bond and local funds in the amount of \$15,000,000 for the Western Campus Site Infrastructure project; and

WHEREAS, the \$15,000,000 budget includes a cost of construction estimate of approximately \$13,500,000; and

WHEREAS, the State of Ohio allows contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$1,350,000 in addition to the \$13,500,000 construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for March 2012; and

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

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, with the concurrence of the Board Chair and the Chair of the Finance and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Western Campus Site Infrastructure project with a total construction budget not to exceed \$14,850,000.

Resolution to Authorize Award of Contracts for the Bishop Hall Renovation Project

Upon the recommendation of Dr. Creamer, Mr. Bhati moved, Mr. Ridenour seconded, and by voice vote Resolution R2012-22 was unanimously adopted with nine Trustees voting in favor and none opposed.

RESOLUTION R2012-22

WHEREAS, the Bishop Hall Renovation project involves the installation of complete new mechanical, electrical, data, fire suppression systems, new accessible restrooms, a new elevator, and improvements to the exterior building envelope; and

WHEREAS, Miami University has identified bond and local funds in the amount of \$7,900,000 for the Bishop Hall Renovation project; and

WHEREAS, the \$7,900,000 budget includes a cost of construction estimate of approximately \$6,500,000; and

WHEREAS, the State of Ohio allows contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$650,000 in addition to the \$6,500,000 construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for March 2012; and

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

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, with the concurrence of the Board Chair and the Chair of the Finance and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Bishop Hall Renovation project with a total construction budget not to exceed \$7,150,000.

Resolution to Authorize Award of Contracts for the Site and Infrastructure Improvements on Maple Street for Residence Hall Projects

Upon the recommendation of Dr. Creamer, Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote Resolution R2012-23 was unanimously adopted with nine Trustees voting in favor and none opposed.

RESOLUTION R2012-23

WHEREAS, the Maple Street Site Infrastructure project provides site infrastructure improvements including steam, chilled water, storm water, sanitary and

domestic water, natural gas and data lines to support the construction of the Maple Street Station residence/dining facility and the Morrison-Emerson-Tappan (MET) Quadrangle residence hall; and

WHEREAS, Miami University has identified bond and local funds in the amount of \$4,000,000 for the Maple Street Site Infrastructure project; and

WHEREAS, the \$4,000,000 budget includes a cost of construction estimate of approximately \$3,500,000; and

WHEREAS, the State of Ohio allows contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$350,000 in addition to the \$3,500,000 construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for March 2012; and

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

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, with the concurrence of the Board Chair and the Chair of the Finance and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Maple Street Site Infrastructure project with a total construction budget not to exceed \$3,850,000.

Resolution to Authorize Award of Contracts for the Cook Field Renovation Project

Upon the recommendation of Dr. Creamer, Mrs. Mitchell moved, Mr. Bhati seconded, and by voice vote Resolution R2012-24 was unanimously adopted with nine Trustees voting in favor and none opposed.

RESOLUTION R2012-24

WHEREAS, the Cook Field Renovation project includes improvement of subsurface drainage, repaving the running track, replacement of backstops, the addition of equipment storage and restroom facilities, replanting of natural sports turf along with installation of partial synthetic turf; and

WHEREAS, Miami University has identified bond and local funds in the amount of \$3,500,000 for the Cook Field Renovation project; and

WHEREAS, the \$3,500,000 budget includes a cost of construction estimate of approximately \$3,175,000; and

WHEREAS, the State of Ohio allows contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$317,500 in addition to the \$3,175,000 construction budget; and

WHEREAS, the receipt of bids is planned for March 2012; and

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

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, with the concurrence of the Board Chair and the Chair of the Finance and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Cook Field Renovation project with a total construction budget not to exceed \$3,492,500.

Resolution to Authorize Award of Contracts for the Equestrian Center, Phase 1 Project

Upon the recommendation of Dr. Creamer, Mr. Ridenour moved, Mr. Bhati seconded, and by voice vote Resolution R2012-25 was unanimously adopted with nine Trustees voting in favor and none opposed.

RESOLUTION R2012-25

WHEREAS, the Equestrian Center, Phase I project involves the raising of the existing outdoor riding arena and paddocks out of the flood plain by adding ground fill to the site; and

WHEREAS, Miami University has identified bond and local funds in the amount of \$2,000,000 for the Equestrian Center, Phase I project; and

WHEREAS, the \$2,000,000 budget includes a cost of construction estimate of approximately \$1,800,000; and

WHEREAS, the State of Ohio allows contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$180,000 in addition to the \$1,800,000 budget; and

WHEREAS, the receipt of bids is planned for March 2012; and

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

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, with the concurrence of the Board Chair and the Chair of the Finance and Audit Committee, in

accordance with all State guidelines, to proceed with the award of contracts for the Equestrian Center, Phase I project with a total construction budget not to exceed \$1,980,000.

Student Body President Report

Associated Student Government President Nick Huber reported:

Good afternoon. Although we have had less than 20 days of class since our last meeting, there has been a great deal of activity among the student body. Winter Break came at a much needed time and gave students the opportunity to reenergize for a strong spring semester. It has been exciting time to see faces of friends returning from abroad and to wish others safe travels as they begin their journeys to Luxembourg, Asia, and all other corners of the globe.

Over Winter Break, I was fortunate enough to travel to Argentina as a participant on the "Outdoor Leadership in Argentina" course offered through the Outdoor Pursuit Center. This ten day trip included cultural immersion in Buenos Aires and trekking through the Andes Mountains in the Patagona Region. We even found the time to squeeze in some tango lessons. Although the trip was only ten days, I will remember it as one of the most enriching experiences of my college career. I am excited for the J-term in the new academic calendar that I am certain will allow more students to have opportunities like this in the future.

A few short weeks ago, the Miami and Oxford communities celebrated Dr. Martin Luther King, Jr. Day with the annual commemoration of Dr. King's life and work. As a student, I was proud to see how involved students were in making the event a special experience. Programming provided by Alpha Phi Alpha Fraternity, Inc., commentary from undergraduate campus leaders, and strong support from student athletes emphasized the relevance of Dr. King's message to students today. By attending an institution of higher education, I think that the disparity in educational opportunities across America is one area of inequality that is especially visible to Miami students. Although there have been great strides toward the realization of Dr. King's dream of a "beloved community", I have the hope that this dream will truly become a reality with the leadership of Miami students and other leaders of our generation.

This past weekend, I was fortunate enough to see a new wave of leadership for the Fraternity and Sorority Community specifically. After Formal Recruitment at the beginning of the semester, which is always a hectic and exciting time of the year, the new chapter presidents and governing council officers gathered for the Greek Leaders ADVANCE Retreat. At this retreat, the leaders of the Greek Community discussed issues such as value-incongruence in the community and the missions of their organizations in an attempt to build the Model Greek Community envisioned by President Hodge. This was the sixth leadership retreat hosted by the Cliff Alexander Office of Fraternity and Sorority Life and Leadership that I have attended, beginning with my Presidency of Chi Psi Fraternity two years ago. I am happy to report that the unity,

ambition, and preparedness illustrated by this group of emerging leaders is the most impressive that I have worked with at Miami and is a testament to the proactive programming that Jenny Levering and the Cliff Office staff has provided.

Later today, members of the Presidents' Coalition—a group of student leaders from various organizations on campus—will be taking a trip to Ohio State University to engage the Undergraduate Student Government and programming bodies in discussions of best practices and to tour the “Ohio Union”. This trip will not only mark a meaningful exchange of ideas but will also help student leaders to continue to build excitement around the construction of the Armstrong Student Center. Thank you, Trustee Wilks, for your recent contribution to this endeavor.

One innovative idea that ASG began last week was to organize ASG Concern Booths around campus. These booths are essentially informal stations staffed by On- and Off-campus Senators who answer student questions and record student concerns and recommendations. Though simple in its design, we think that this will help ASG further its presence on campus and relevance in the eyes of the student body.

February also marks the beginning of Student Body Election season. Individuals interested in running for Student Body President, Student Body Vice President, VP of Campus Activities, or VP of Student Organizations must register no later than a week from today, and strong interest has already been illustrated through meetings with current officers and the circulation of petitions. Last year, more students participated in the student body elections than ever before, and we hope to build off of this momentum in participation this year. I am excited to see campaign season from the other side.

Finally, I would like to thank Student Trustee Matt Shroder for his service to Miami and wish him the best of luck in his future endeavors. As a friend and colleague, I look forward to seeing all that Mr. Shroder will accomplish as an alumnus of Miami. Mr. Chairman, this concludes my report.

Student Trustee Reports

Student Trustee Matthew Shroder reported:

Good Morning! As Nick touched upon, it has only been less than 20 school days since our last board meeting leaving not much to report on, but I did want to share some very brief remarks about my student trustee experience. Over two years ago, I applied to be a student member to the board of trustees. What I did not expect is how much I would learn and grow as a parson over these short, two years.

To think this is my final Board meeting is astonishing. What an incredible experience. I could not have asked for a more exciting time to be student trustee. Miami being ranked in the top 3 of undergraduate teaching in the US News and World Report, visits from Condoleezza Rice and the Dalai Lama, the production of an Oscar-nominated film, a Mac Championship, and the ground breaking of a new student center are just

some highlights of my time here. I am truly blessed to have had the opportunity to be a part of this growing family of Miami students and alumni. But besides all these wonderful memories, I still have urgency to experience so much more before my time is up.

When Ted contacted me and reminded me that this meeting was my last, I was hit with a mixture of emotions. Among them was sadness and urgency. I was saddened to hear that two years of one of the most incredible experiences I have ever been a part of went by so quickly. I was also taken back by the reality that in a few short months, I would be leaving my home of almost five years. It's particularly hard for me to accept that I have to move away from the place I love so much.

During my time as a trustee, I often heard the term "Miami Experience." As my time dwindles down, I still want to experience so much more of what Miami has to offer. Over a year ago, I remember President Hodge's report about a senior who created a bucket list during her last semester on campus. On her bucket list was to accompany the President during one of his morning runs. Remembering this story inspired me to create my own bucket list so I sat down this past week and developed one. After much time and consideration, I was surprised to see how much I still wanted to accomplish as a student. Exploring the Miami trails, playing broomball at Goggin, attending more sponsored lectures, and visiting the art museum and horse stables for the first time are just a few I had mentioned. My time on the board has made me realize that some of the opportunities will never come again. So why not try something new or to attend a lecture that is not related to my major? It is my hope that I will leave Miami with all these goals so that I can truly say that I took advantage of as many opportunities to help define my "Miami Experience".

I leave the board knowing that this University is in great hands with our current administration and leaders. One aspect I noticed during our recent committee meetings was a renewed sense of excitement. Students, Administrators, and the Board are excited about all the new opportunities Miami will provide in the near future. In just a short time, Miami's campus will be rejuvenated with new academic changes and buildings, all highlighted by the opening of the Armstrong Student Center. There is no doubt in my mind that these transformations will lead the charge to developing a new Miami culture- one of pride and a sense of giving back. Additionally, the good news from enrollment and recent national exposure only assures me that Miami will continue to rise as one of the nation's top universities.

Thank you President Hodge, members of the board, Administration, ASG leaders, and previous student trustees, Lindsay and Heath, for all the opportunities and advice I have been given. Not every student has had the opportunity to work with such successful and caring individuals. In my opinion, what makes Miami unique is that we all believe in one unified goal- to make Miami better for the future. This common goal, strengthened through our similar experiences, help define who we are as an institution and whom we will eventually be transformed into. Thank you all for your service, wisdom, and advice. To Love and Honor.

Student Trustee Kwarteng was not in attendance.

Other Business

Chair Donald Crain made the annual appointments to the following Board Committees; Academic and Student Affairs, and the Finance and Audit Committee.

For the Academic and Student Affairs Committee, Mr. Crain appointed Sue Henry as chair, and David Budig, Dennis Lieberman, Sharon Mitchell, and Harry Wilks as committee members.

For the Finance and Audit Committee, Mr. Crain appointed David Shade as chair and Michael Armstrong as a member, with the intention that the chair will transition to Michael Armstrong on 1 July, 2012. Jagdish Bhati, Don Crain, Dave Herche, Tom Grote, and Mark Ridenour are also appointed as members of the Committee.

Resolution of Appreciation to Matthew Shroder

Upon the recommendation of the Chair, Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote Resolution R2012-26 was unanimously adopted with nine Trustees voting in favor and none opposed.

RESOLUTION R2012-26

Resolution of Appreciation to Matthew R. Shroder

WHEREAS, Matthew R. Shroder's term as a student member of the Miami University Board of Trustees ends on February 29, 2012;

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

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

Vice President Reports

A written report was submitted by the following Vice Presidents:

- Debra Allison, Vice President for Information Technology, Attachment C
- Brad Bundy, interim Vice President for Advancement, Attachment D

Board of Trustees
February 3, 2012
Page 28 of 28

With no other business to come before the Board, a motion was duly made by Mr. Ridenour, seconded by Mr. Buding, and unanimously approved by voice vote to adjourn. The meeting adjourned at 12:10 p.m.



Theodore O. Pickerill II
Secretary to the Board of Trustees

Miami Leadership

Board of Trustees
February 3rd, 2012

Agenda

- **Introduction** **Dr. Barbara Jones**
- **Wilks Leadership Institute** **Eric Buller**
- **Farmer School of Business** **Dr. Megan Gerhardt**
- **School of Engineering and Applied Sciences** **Louise Morman**
- **Miami Leadership Collaborative** **Eric Buller**

Leadership

- **Campus models for leadership development are typically based in either coursework or co-curricular programs**
- **Miami has model of engagement that has encouraged and sustained leadership development over time**



Leadership



- Miami leadership development must be transformative to create valuable and positive change
- Greater synergy is needed across campus to develop and implement a leadership development model that will be nationally recognized as innovative and among the best





HARRY T. WILKS
LEADERSHIP
INSTITUTE

Eric Buller
Director

Harry T. Wilks Leadership Institute

Academic Coursework

Leadership Speaker Series

Leadership Opportunities

Culture of Leadership

Harry T. Wilks Leadership Institute

- Scholar Leader Living Learning Community
- High School Leadership Program
- Regional High School Leadership Conference
- Lessons in Leadership
- LeaderShape



**SKATING TO
WHERE THE
PUCK WILL BE:**
TRANSFORMATIONAL LEADERSHIP IN
A RAPIDLY CHANGING WORLD

ENGAGE IN DIALOGUE
with faculty and peers

**BRING A FRIEND
and enjoy
FREE FOOD**

FEBRUARY 2
6:00 PM — 7:30 PM
MACMILLAN GREAT ROOM | 212

maximum capacity: 30
BE SURE TO ARRIVE EARLY
first come, first serve

RECOMMENDED READING
can be found at
www.muohio.edu/wilks

LESSONS IN LEADERSHIP PRESENTS

**PRESIDENT
HODGE**



HARRY T. WILKS
LEADERSHIP
INSTITUTE

Harry T. Wilks Leadership Institute

- Leadership Speaker Series
- Omicron Delta Kappa chartering
- Leadership Workshops
- Leadership Honors Experience
- Leadership Development Assessment Research



Project



LEADERSHIP DEVELOPMENT IN THE FARMER SCHOOL OF BUSINESS

Dr. Megan Gerhardt
Director, Buck Rodgers Business
Leadership Program



FSB Strategic Plan

- Dedicated to the A.R.T. of leadership (**A**ccess, **R**eflection, **T**ransformation)
- Firmly embedded in the culture of FSB:
 - All students required to take MGT 291: **Management and Leadership** as part of business core
 - Creating more *experiential* learning opportunities (internships, study abroad)
 - Leadership development through co-curricular activities

Assessing Student Leadership Outcomes

- Apply business principles
- Learn new principles
- Get a new perspective
- Interact with diverse others
- Discover own strengths
- 67% rate the value of these experiences a 4 or 5 on a 5-point scale

Co-Curricular Leadership

- Fostering student organizations that provide real-world business leadership experience and exposure
 - 20+ student organizations (e.g. student-run credit union, business fraternities)
 - Most truly co-curricular (applications of business principles)
 - 91% involved; 60% involved in multiple organizations
 - **Buck Rodgers Business Leadership Program**

Buck Rodgers Business Leadership Program

*Transforming the business students of
today. Building the passionate leaders
of tomorrow.*



Buck Rodgers Business Leadership Program

- Competitive, contemporary leadership development program for FSB majors (60 current members)
- 2.5 years of leadership development opportunities and education
- Updated program integrates:
 - Co-Curricular Leadership Education
 - Personal Leadership Development Training
 - Service Leadership Opportunities

Buck Rodgers Business Leadership Program

- **Co-curricular Leadership Education:**
 - Required MGT 415: Leadership & Learning
 - Consulting Workshop
 - Experiential Senior Leadership Project
- **Personal Leadership Development Training**
 - Leadership Assessments & Inventories
 - Executive Speakers, Lunches, and Roundtables
 - Business Mentorship Program
 - Leadership Workshops/Seminars
 - Leadership E-Portfolios
- **Service Leadership**
 - Providing leadership education for the community
 - Experiential opportunities for hands-on leadership

School of Engineering and Applied Science



Leadership Institute

School of Engineering and Applied Science

Louise M. Morman

Executive Director, Lockheed Martin Leadership Institute

Board of Trustees Meeting

February 3, 2012



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School of Engineering & Applied Science Education Guiding Principles

- High-quality professional education in engineering, computing, technology, and nursing, integrated with Miami University's traditional strength in liberal education
- Education for a lifetime of learning and solving interdisciplinary and societal problems rather than training for first jobs and solving purely technical problems



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What's Needed – National Priority

National Academy of Engineering Statement:

“Engineers must understand the principles of leadership and be able to practice them in growing proportions as their careers advance” (from *The Engineer of 2020*).

The need to infuse leadership, innovation, and entrepreneurship into engineering, computing, and nursing programs is clear.



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Answering the Leadership Challenge: Lockheed Martin Leadership Institute

Dual mission

- To provide an environment where our students can learn and exercise the leadership competencies that will be essential to their professional and personal lives.
- To establish our School of Engineering & Applied Science, on the national scene, as a school where leadership is an integral part of the educational experience.



MIAMI
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Industry and academia working together to launch tomorrow's leaders

Active involvement of
experienced leaders from
industry in both the design
and implementation

Led not only by Miami
faculty but also by seasoned
leaders from industry and
government



MIAMI
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Lockheed Martin allows us to launch

- Lockheed Martin's multi-year commitment provides us a foundation on which to build the Leadership Institute.
- Official launch event is February 16th.
- Our vision is to build a comprehensive and sustainable leadership program for SEAS.
 - 3-year intensive Leadership Certificate program for select students
 - Leadership awareness for many SEAS students
 - Leadership for faculty



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Leadership Certificate Cohort Program



Experiencing leadership over time with a cohort of fellow students

- Intensive three-year leadership development program (2 credit hour class per semester)
- 15-20 selected from applicants at the end of Freshman year
- Each student develops a personal leadership development plan
- Matched with a mentor who is a seasoned leader
- Programming includes workshops and experiential learning opportunities
- The cohort is a learning team that continually reinforces leadership concepts and creates a space to share reflections



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Leadership Certificate Cohort Program

Sophomore Year – Personal Leadership

- Knowledge of self: leadership, communications, learning styles
- Emotional intelligence
- Teamwork and real world projects
- Personal Leadership development plan
- Mentor relationship

Junior Year – People Leadership

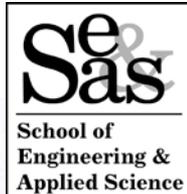
- Negotiation, conflict resolution, crucial conversations
- Listening and speaking skills
- Giving and receiving feedback
- Conducting meetings
- Diversity, cultural awareness

Senior Year – Strategic Leadership

- Strategic planning and global perspective
- Customer focus
- The language of business
- Innovation and creativity
- Professional Networking



MIAMI
UNIVERSITY



What we have accomplished so far...



School of Engineering and Applied Science

LOCKHEED MARTIN



Leadership Institute

School of Engineering and Applied Science



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Miami Leadership Collaborative

Miami University Five Year Strategic Goals

“Become a national model for the development of the whole person, with an emphasis on integrity, responsibility, engagement and ethical behavior.”

“Make the development of leadership a focal point of the Miami Student Experience in both academic and student life activities.”

Proposed Objectives (to be refined by Collaborative members)

- Explore the transformative nature of Leadership
- Create the foundation for collaboration
- Develop mechanism to continue collaborative effort
- Communicate the Miami Leadership story

Miami Leadership Collaborative

Composition

- **Ex-Officio members: Associate Provost & Assistant Vice President for Student Affairs**
- **Charter Chairperson: Director, Harry T. Wilks Leadership Institute**
- **Representative from each of the following:**
 - College of Arts and Sciences
 - Farmer School of Business
 - School of Education, Health and Society
 - School of Engineering and Applied Science
 - School of Fine Arts
 - Athletic Department
 - One representative from each of the three Student Affairs Clusters

Questions

DISTANCE LEARNING PROGRAMS
MIAMI UNIVERSITY
FEBRUARY 3, 2012

Bobby Gempesaw, Cheryl Young, Janet Hurn

Why e-learning?

- Integral to higher education today
- Critical to long-term strategy
- Students value e-learning
- Top universities embrace e-learning

Where are we now?

Graduate Degrees and Licensures

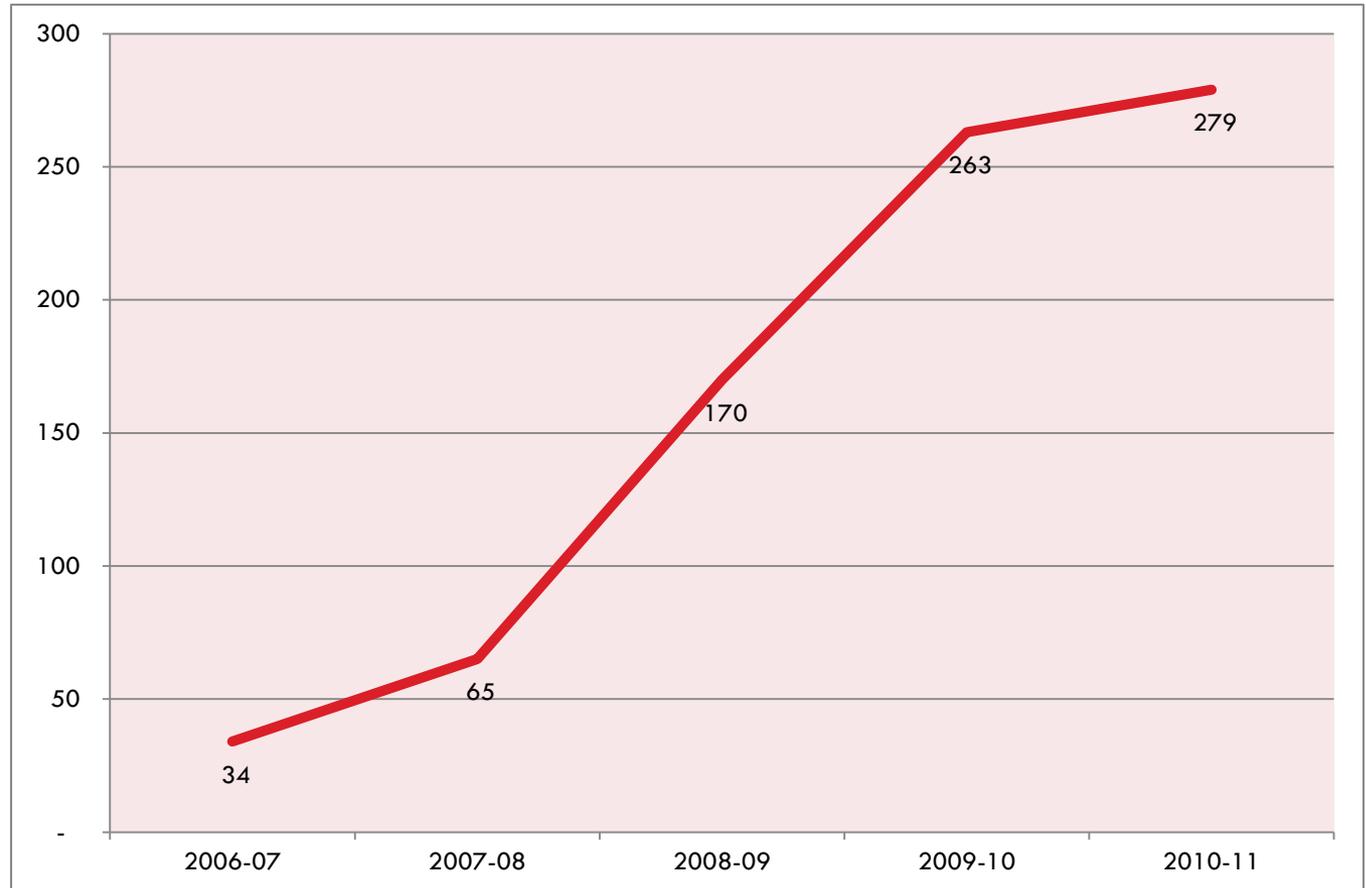
- ❑ Global Field Program – Zoology
- ❑ Advanced Inquiry Program – Zoology
- ❑ Integrative Science Program – Zoology
- ❑ Special Education – Educational Psychology

Hybrid Online Programs with Online Courses

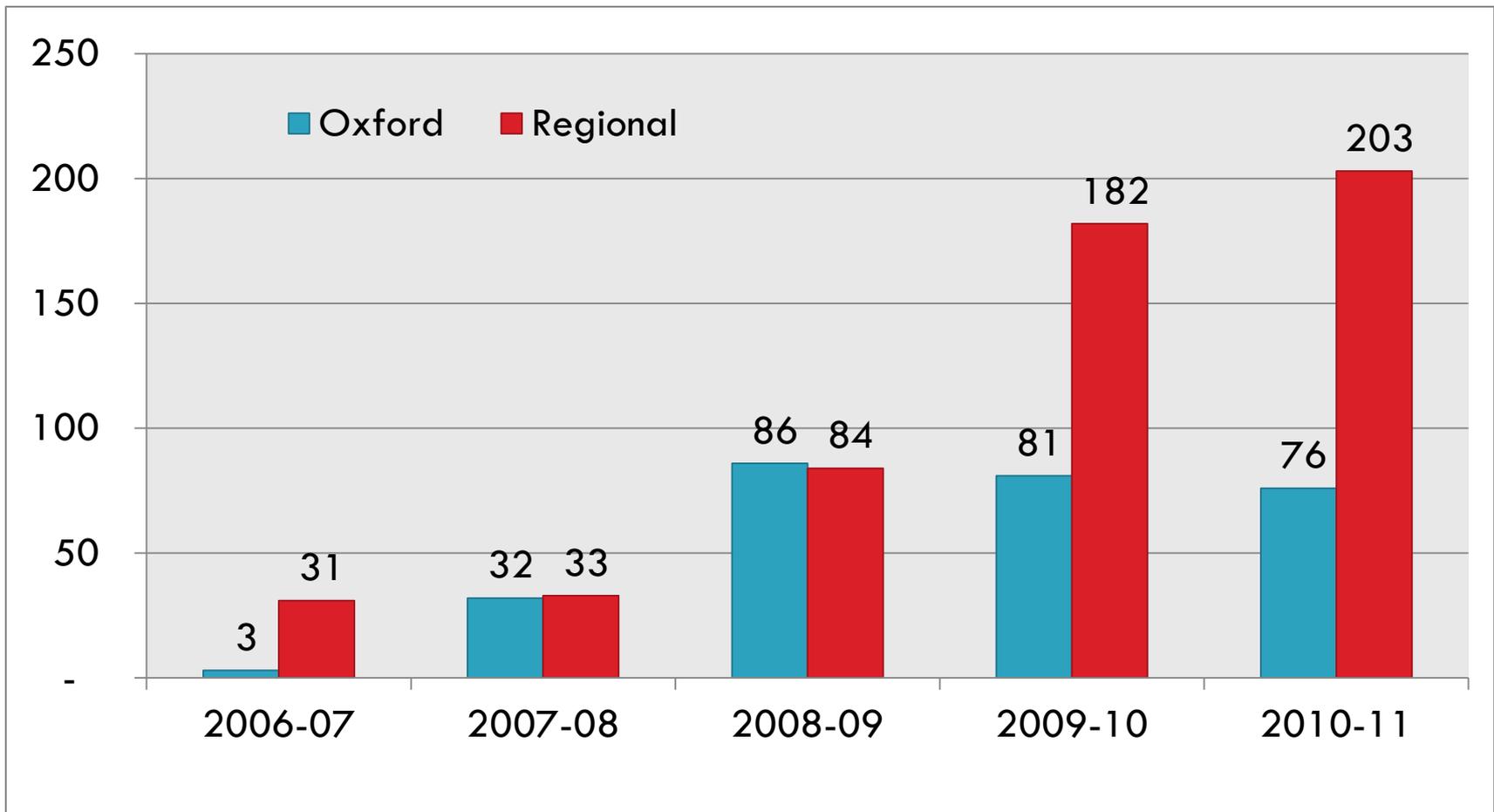
- ❑ Ohio Writing Project – English
- ❑ Project Discovery: Science and Math Education – Teacher Education
- ❑ Journalism
- ❑ Educational Psychology
- ❑ Nursing

Growth in number of online courses

Courses are growing in number and scope of offerings

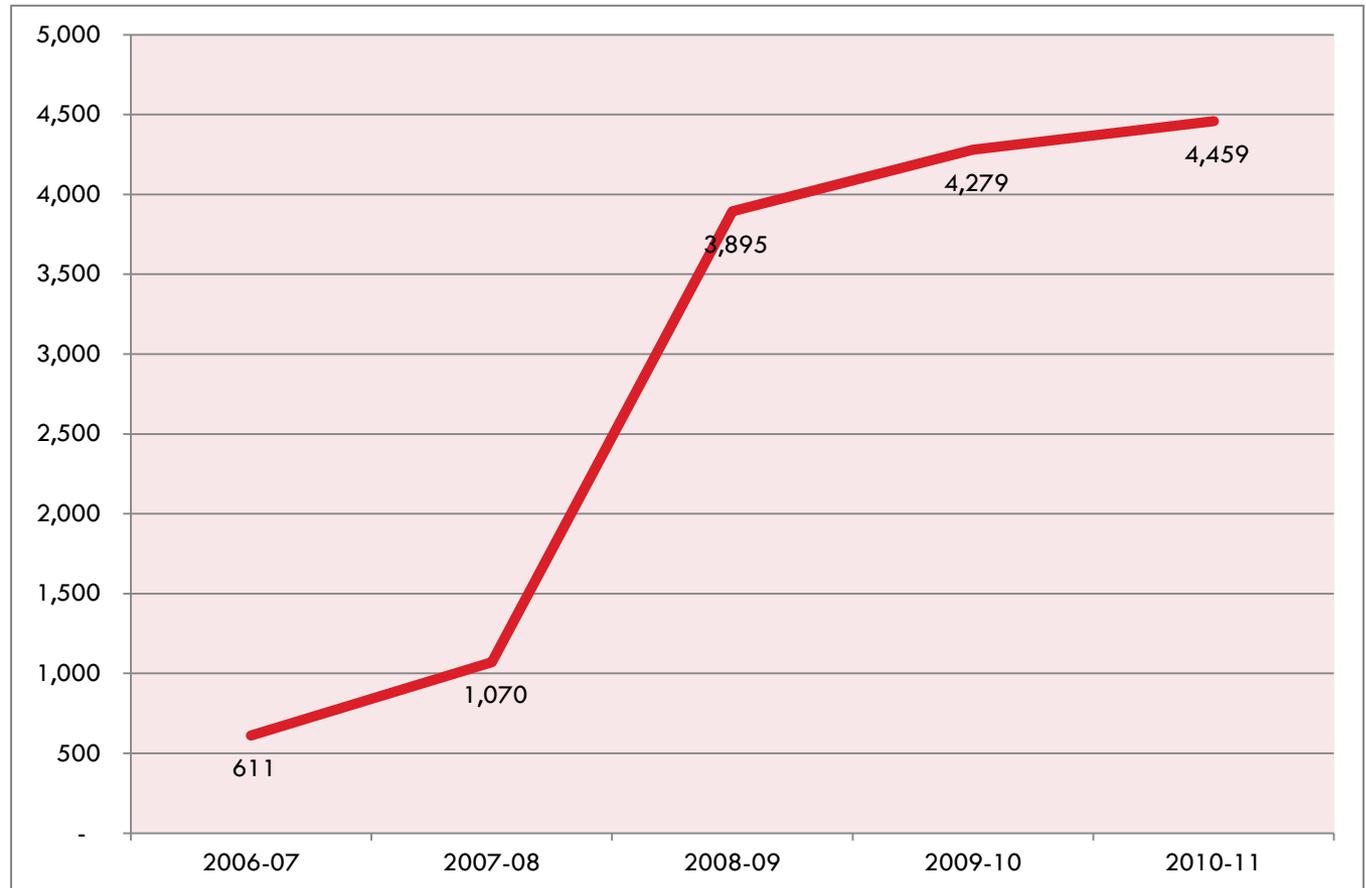


Growth in number of online courses by campus

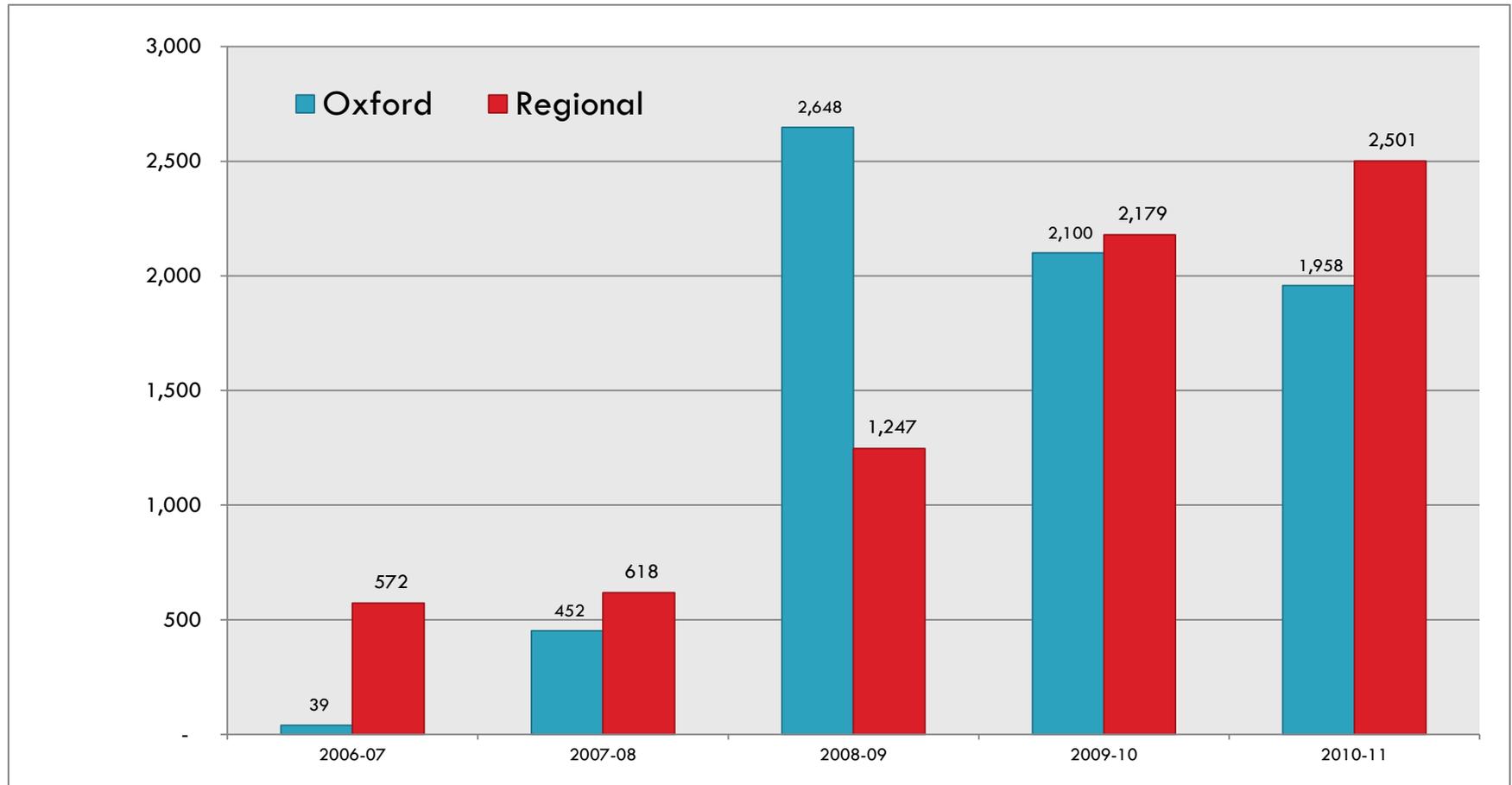


Growth in student enrollment in online courses

Students are seeking online learning opportunities at Miami University

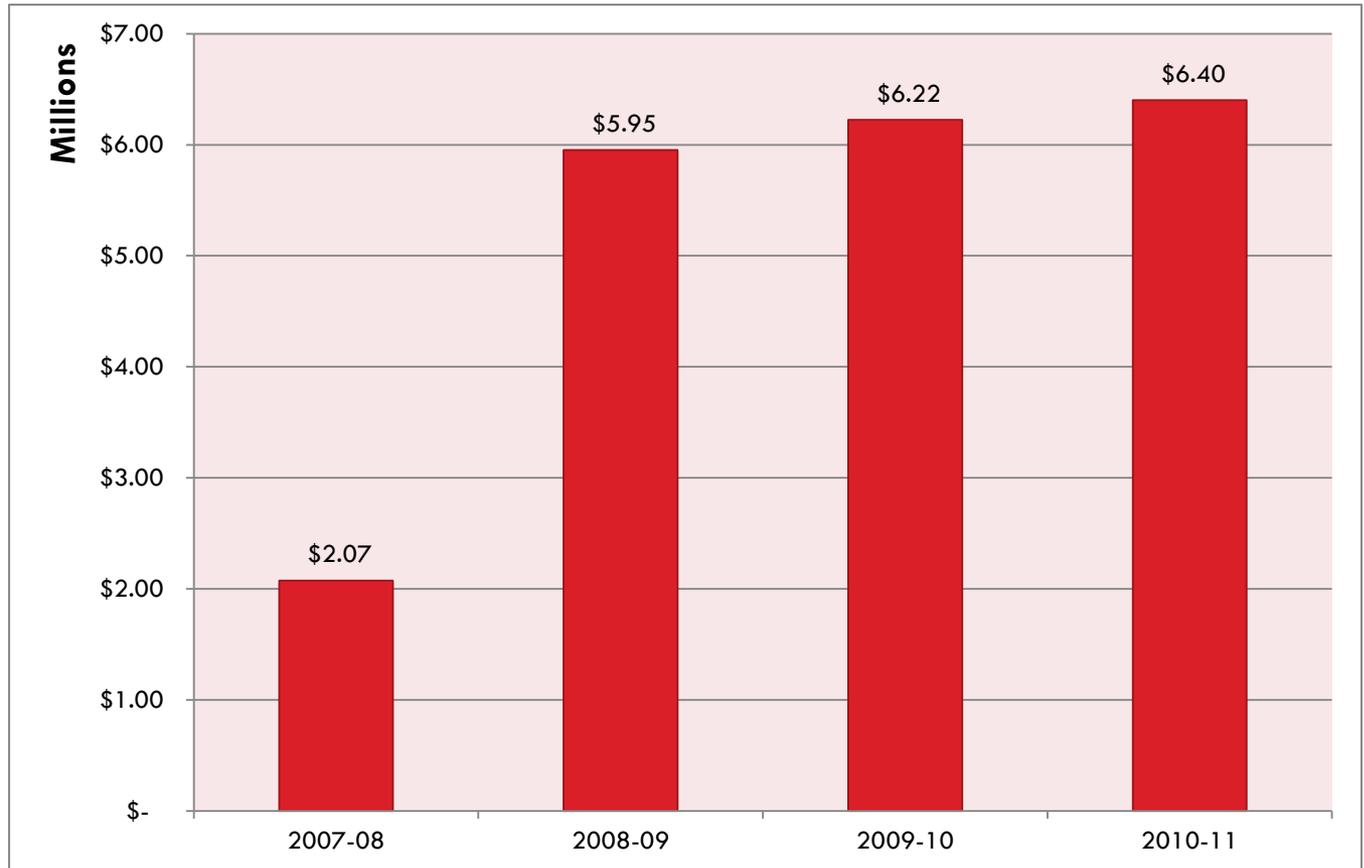


Growth in student enrollment in online courses by campus



Revenue

Online
gross
tuition
revenue



E-learning at Miami

- Examples from online courses
 - ▣ Regional campus offerings online through **Niikha**, the Miami University Collaboration and Learning Environment

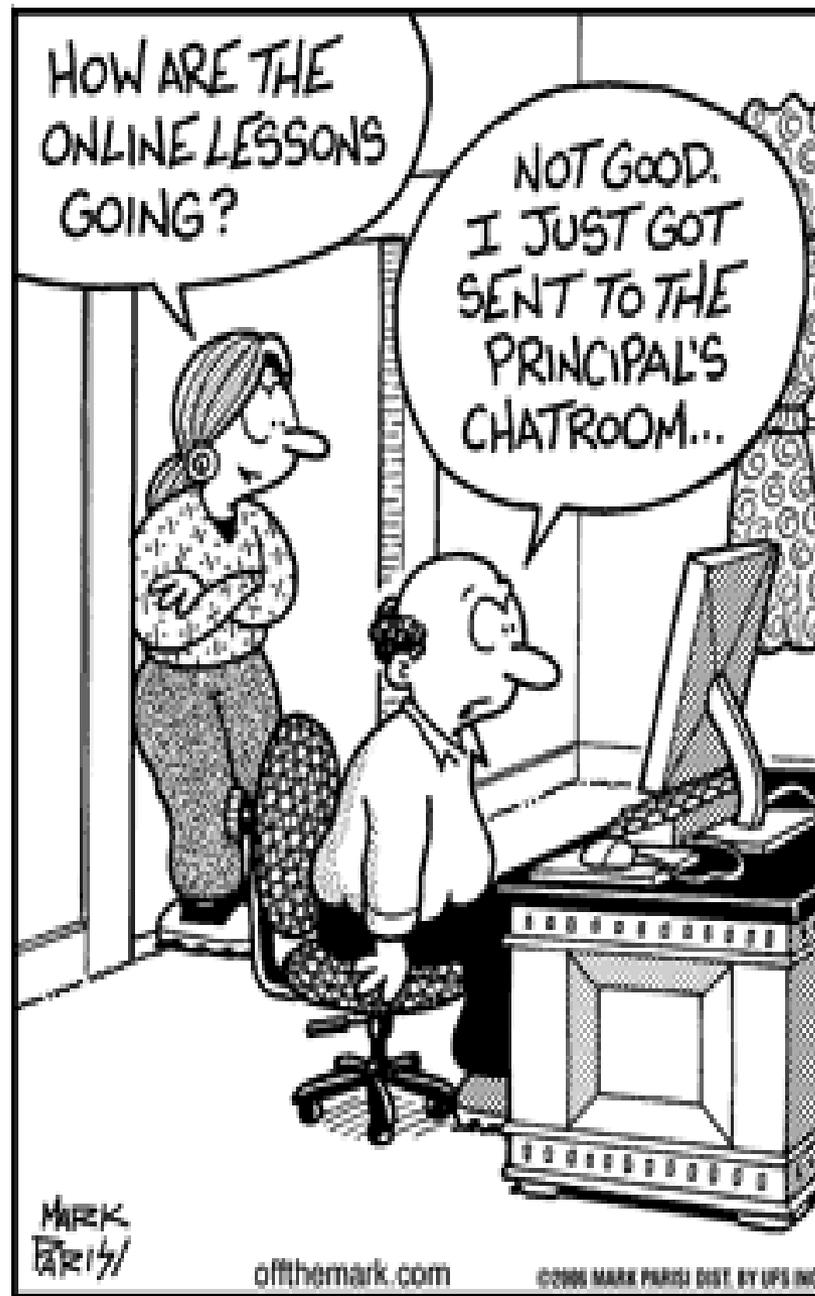
Initiatives and Timeline

Strategic

Aggressive

Collaborative

- **2012-15**
 - **Offer Miami Plan courses in summer and winter sessions**
 - **ENG 111, PSY 111, SPN 101,102, STA 261, HST 112, JRN 201, 202, 303**
FSW 206, IDS 154, 159
 - **Launch new online certificate programs**
 - **Project management**
 - **Museum Studies**
 - **Offer new online degree programs**
 - **Speech Pathology**
 - **Partner with international universities**
 - **Online revenue has potential to double by 2015 to \$15 million**



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Board of Trustees Report
Debra Allison, VP for IT and CIO
February 3, 2012

This report spotlights the implementation of the Support Services Implementation Project and the most recent developments in the ever-growing Business Intelligence initiative. These two efforts have consumed a significant portion of the division's resources over the past months and will continue to figure strongly in our activities for the remainder of the year.

We continue to focus on how to manage growth in critical areas and reduce activities where they no longer lend strategic value or where they impede progress. Our work this fall cements our belief that the most significant change needed is cultural change that leads the community to think of IT not in terms of centralized vs. decentralized, academic vs. administrative, or any other silo-based terms, but rather as a University resource to be provisioned, supported, and managed through partnerships that are in support of the University's mission and strategic goals.

Support Services Implementation Project (SSIP)

In September, Accenture consultants began arriving to assist with the implementation of the IT Rationalization and Services Transformation Project. The goal for the project is to drive sustainable IT cost savings through changes to policy, process, organization, and tools, with an initial goal of realizing \$3.8 million or more in annual savings in four areas described below.

Accenture staff members have been working on each initiative alongside Miami staff. In late January, the original savings projections were revised, using the information gathered through the fall. The new estimate, while within the original projected range, falls short of the aggressive high-end target by \$450K - \$1.7M, depending on the options chosen.

Portfolio and Architecture Governance (September 2011 – February 2012)

The objective of this initiative is to improve the decision-making process for investing in discretionary projects and alignment of technology standards across the institution. A new portfolio governance structure has been developed. Project prioritization processes have been created and tested. Remaining tasks include refining the processes based on the pilot feedback, developing a roadmap for implementing the new process and communicating the new process to the University community.

Original Savings Estimate: \$250K - \$500K

Revised Savings Estimate: Savings from this effort will be realized in increased efficiency and cost avoidance.

Data Center Consolidation (September 2011 – June 2012)

The objective of this initiative is to migrate decentralized physical and virtual servers and associated storage into the central storage and virtual server environment in Hoyt Hall. The planning and analysis phase has been completed, finding fewer decentralized servers than originally expected. The design/build/test process is being validated via a pilot in cooperation with the University Libraries. The actual migration is planned to begin later this spring.

Original Savings Estimate: \$329K - \$632K

Revised Savings Estimate: \$318K - 443K

Application Rationalization (September 2011 – November 2012)

The objective of this initiative is to identify and reduce functional redundancy and IT complexity across the University by shrinking the size of the application portfolio. A full assessment of the current applications has been completed, identifying over 300 separate applications. Accenture surveyed the functional and technical owners of each application to determine their health and functionality. Using that information, they have developed a list of just under 100 potential candidates for rationalization. The next phase will be finalizing the list to be eliminated, replaced or maintained.

Original Savings Estimate: \$800K - \$1.6M
Revised Savings Estimate: \$779K - \$1.3M

IT Support Organization and Process Design (November 2011 – July 2012)

The objective of this initiative is to transform the end-user support model and strike the right balance between efficiency and cost-effectiveness while aligning the support model to the rationalized IT services. Accenture has developed four possible options that represent a spectrum of choices in the level of consolidation that Miami might choose, each with a different level of savings to be realized. Discussion among the Deans, the PEC and the project team are ongoing.

Original Savings Estimate: \$266K - \$1.1M
Revised Savings Estimate: \$550K - \$1.6M

Business Intelligence/Institutional Analytics

The installation and deployment of the new Oracle OBIEE tool has enabled the BI/IA team to reach a critical milestone – the ability of individuals in client offices to begin to work in the new system and directly assess how well the new tool meets their needs. A four-day training session in December prepared both the IT staff and members of the revenue model steering team to take advantage of the launch of the OBIEE tool.

Working in close collaboration with staff from various business offices, IT staff and contracted consultants, the BI/IA team has delivered the new revenue model, linking enrollment data and financial data in a new and powerful way. They continue to hone the models developed prior to the deployment of the OBIEE tool, and to chart the future development of new models to provide high-quality information to guide decision-making across the University.

This quote from David Ellis, Associate Vice President, Budget and Analysis, provides his perspective on success to date:

“Miami University’s investment in institutional analytics is providing dividends for our institution. First, it has added a level of sophistication to our understanding of how our business practices are reflected in our ERP. Second, the design work has resulted in closer alignment of our analytical corps across the university. And, last but not least, it is supporting strategic conversations around budgeting and finance that were not possible without this capacity. The promise of IA going forward is that Miami University will have stronger management and more insight into strategic implications of our decisions.”

Conclusions

It continues to be a challenging time within Miami and IT Services. The uncertainty created by the IT Rationalization and Services Transformation project balances against the outstanding accomplishments of the BI/IA initiative. Perseverance and a firm grasp on the strategic needs of the University have enabled the success of the latter. I am confident that they will prove equally critical to our success in achieving the goals of the former.

Campaign Update

Brad Bundy

**Interim Vice President for
University Advancement**



Campaign Gift Pyramid - as of Dec. 31, 2011

The Miami University Campaign For Love and Honor

	Level	Required Number	Total	Actual Number	Total
	\$25,000,000+	2	\$50,000,000	1	\$25,000,000
	\$10,000,000	10	\$100,000,000	7	\$82,100,000
	\$5,000,000	15	\$75,000,000	7	\$40,222,375
	\$2,000,000	20	\$40,000,000	12	\$35,021,595
Leadership Gifts	\$1,000,000	55	\$55,000,000	44	\$54,946,408
	\$500,000	65	\$32,500,000	41	\$25,837,811
Major Gifts	\$100,000	400	\$40,000,000	327	\$58,637,366
	\$50,000	450	\$22,500,000	297	\$18,350,427
	\$25,000	800	\$20,000,000	546	\$16,419,944
Special Gifts	\$10,000	1,500	\$15,000,000	1,189	\$15,843,211
Gifts Below	\$10,000	many	\$50,000,000	307,004	\$57,618,842
Total			\$500,000,000		\$429,997,977

Giving by Constituent Group - as of Dec. 31, 2011

The Miami University Campaign **For Love and Honor**

	Column I	Column II	Column III	Column IV	Column V
	Outright Gifts & Pledges	Planned Gifts Face Value	Planned Gifts Present Value	Total Col I + II	Total Col I + III
Alumni	\$180,385,485	\$100,927,744	\$55,442,468	\$281,313,228	\$235,827,953
Parents	\$14,050,231	\$4,465,000	\$358,766	\$18,515,056	\$14,408,822
Other Individuals	\$28,675,348	\$10,832,580	\$6,060,085	\$39,507,928	\$34,735,433
Foundations	\$43,023,162	\$0	\$0	\$43,023,162	\$43,023,162
Corporations	\$32,674,214	\$0	\$0	\$32,674,214	\$32,674,214
Other	\$14,964,214	\$0	\$0	\$14,964,214	\$14,964,214
Total	\$313,772,654	\$116,225,324	\$61,861,319	\$429,997,977	\$375,633,973

Giving by Type - as of Dec. 31, 2011

The Miami University Campaign **For Love and Honor**



	Column I	Column II	Column III	Column IV	Column V
	Outright Gifts & Pledges	Planned Gifts Face Value	Planned Gifts Present Value	Total Col I + II	Total Col I + III
Cash	\$278,819,911	\$0	\$0	\$278,819,991	\$278,819,991
Bequests	\$0	\$88,984,435	\$48,105,092	\$88,984,435	\$48,105,092
Planned Gifts	\$912,212	\$27,240,889	\$12,591,207	\$28,153,101	\$13,503,420
Gifts in Kind	\$17,117,139	\$0	\$0	\$17,117,139	\$17,117,139
Real Estate	\$479,540	\$0	\$0	\$479,540	\$479,540
Grants	\$15,403,185	\$0	\$0	\$15,403,185	\$15,403,185
Other	\$1,040,587	\$0	\$0	\$1,040,587	\$1,040,587
Total	\$313,772,654	\$116,225,324	\$60,696,300	\$429,997,977	\$374,468,954

Giving by Initiative - as of Dec. 31, 2011

The Miami University Campaign **For Love and Honor**



	Outright gifts & pledges, Face Value Planned Gifts	Outright gifts & pledges, Present Value Planned Gifts	Goal	% Goal Reached	Balance Goal
Capital Funds	\$91,070,019	\$77,099,148	\$119,450,000	76.24%	\$28,379,981
Technology & Equipment	\$9,983,124	\$9,446,247	\$10,650,000	93.74%	\$666,876
Faculty Development	\$24,946,366	\$23,995,352	\$114,900,000	21.71%	\$89,953,634
Research	\$9,129,281	\$9,123,993	\$1,000,000	912.93%	\$0
Programs	\$89,269,746	\$85,773,617	\$90,675,000	98.45%	\$1,405,254
Scholarships	\$98,670,175	\$87,255,528	\$109,525,000	90.09%	\$10,854,825
University - Unrestricted	\$32,337,382	\$29,033,205	\$0	N/A	\$0
Units - Unrestricted	\$28,111,873	\$22,814,888	\$45,000,000	62.47%	\$16,888,127
Undesignated	\$44,778,965	\$29,392,916	\$8,800,000	508.86%	\$0
Other	\$1,701,046	\$1,699,080	\$0	N/A	\$0
Total	\$429,997,977	\$375,633,973	\$500,000,000	86.00%	\$70,002,023

Giving by College/Area/Unit - as of Dec. 31, 2011

The Miami University Campaign **For Love and Honor**

	Outright gifts & pledges, Face Value Planned Gifts	Outright gifts & pledges, Present Value Planned Gifts	Goal	% Goal Reached	Balance Goal
College of Arts and Science	\$36,578,021	\$31,776,225	\$50,000,000	73.16%	\$13,421,979
Farmer School of Business	\$58,249,647	\$51,957,234	\$80,000,000	72.81%	\$21,750,353
School of Education, Health & Society	\$17,486,495	\$15,231,419	\$15,000,000	116.58%	\$0
School of Engineering & Appl'd Science	\$7,804,768	\$7,927,615	\$15,000,000	52.03%	\$7,195,232
School of Fine Arts	\$16,753,218	\$15,675,891	\$15,000,000	111.68%	\$0
Graduate School	\$4,795,135	\$4,804,598	\$4,000,000	119.88%	\$0
Intercollegiate Athletics	\$48,372,250	\$35,799,704	\$50,000,000	96.74%	\$1,627,750
University Libraries	\$4,738,056	\$4,262,014	\$3,200,000	148.06%	\$0
Student Affairs	\$12,007,578	\$11,983,827	\$11,000,000	109.16%	\$0
Hamilton Campus	\$6,420,415	\$2,730,231	\$6,500,000	98.78%	\$79,585
Middletown Campus	\$3,485,218	\$3,448,037	\$2,250,000	154.90%	\$0
Academic Initiatives	\$16,912,234	\$14,680,250	\$20,250,000	83.52%	\$3,337,766
University-wide Initiatives	\$143,132,461	\$131,186,909	\$222,500,000	64.33%	\$79,367,539
University – Unrestricted	\$35,390,467	\$32,021,786	\$0	N/A	\$0
Undesignated Funds	\$16,690,380	\$10,994,097	\$5,300,000	N/A	\$0
Other Areas	\$1,181,637	\$1,154,135	\$0	N/A	\$0
Total	\$429,997,977	\$375,633,973	\$500,000,000	86.00%	\$70,002,023

Commitments by Project - as of Dec. 31, 2011

The Miami University Campaign **For Love and Honor**



	Outright gifts & pledges, Face Value Planned Gifts	Outright gifts & pledges, Present Value Planned Gifts	Goal	% Goal Reached	Balance Goal
School of Business Facility	\$43,577,100	\$36,801,860	\$40,000,000	108.94%	\$0
Goggin Ice Arena	\$5,917,000	\$5,917,000	\$5,500,000	107.58%	\$0
Yager Stadium Renovation	\$5,026,527	\$5,026,527	\$5,000,000	100.53%	\$0
Hamilton Campus Conservatory	\$3,463,220	\$13,220	\$3,450,000	100.38%	\$0
Middletown Campus Center	\$1,451,342	\$1,443,917	\$2,500,000	58.05%	\$1,048,658
VOA Learning Center	\$149,504	\$149,504	\$2,000,000	7.48%	\$1,850,496
Armstrong Student Center	\$26,422,302	\$23,248,099	\$30,000,000	88.07%	\$3,577,698

Giving by Designation - as of Dec. 31, 2011

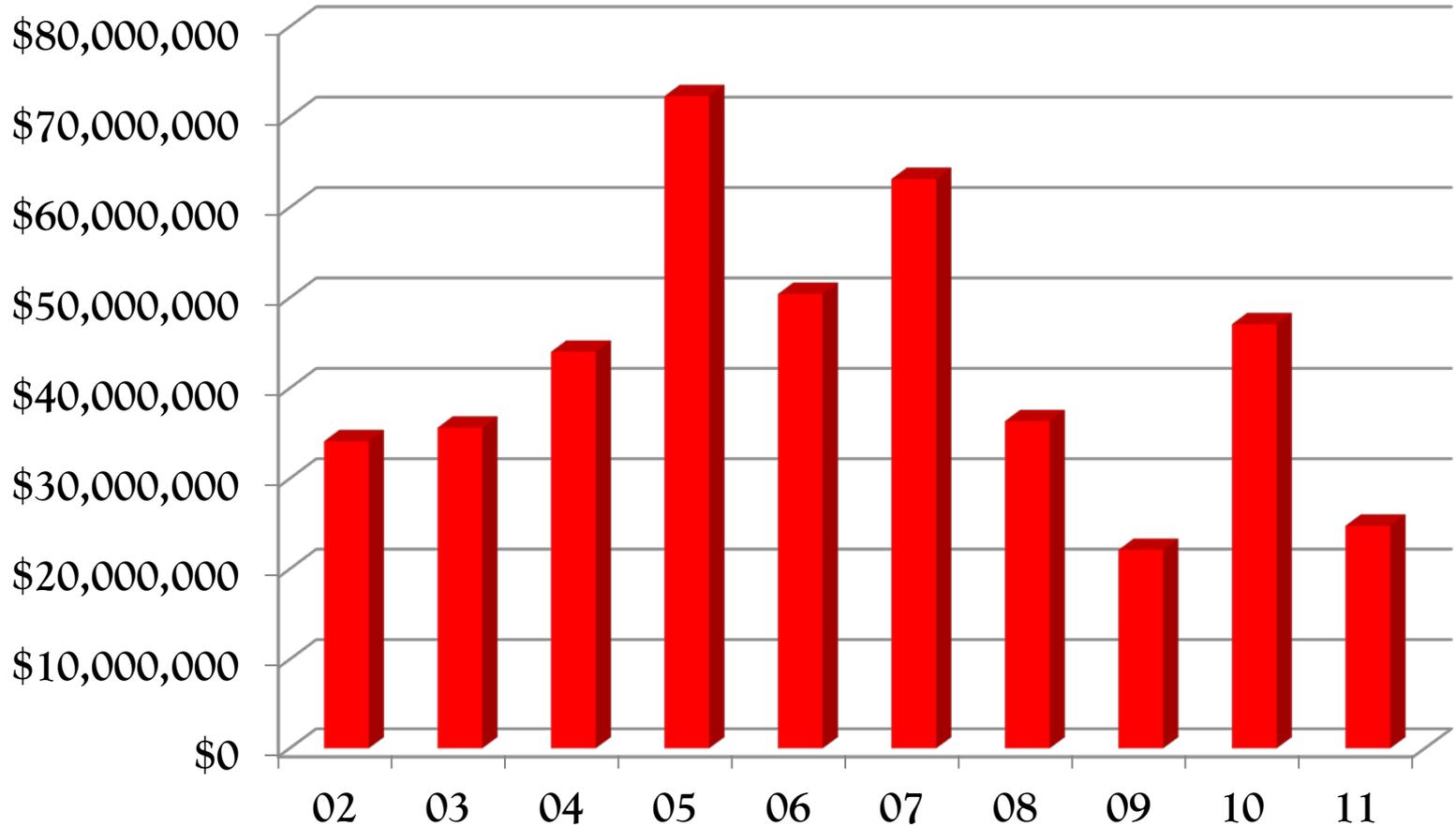
The Miami University Campaign For Love and Honor



Capital	\$ 87,882,542
Endowment	\$233,210,380
Expendable	\$108,905,055
Total	\$429,997,977

Total Campaign Commitments

The Miami University Campaign For Love and Honor

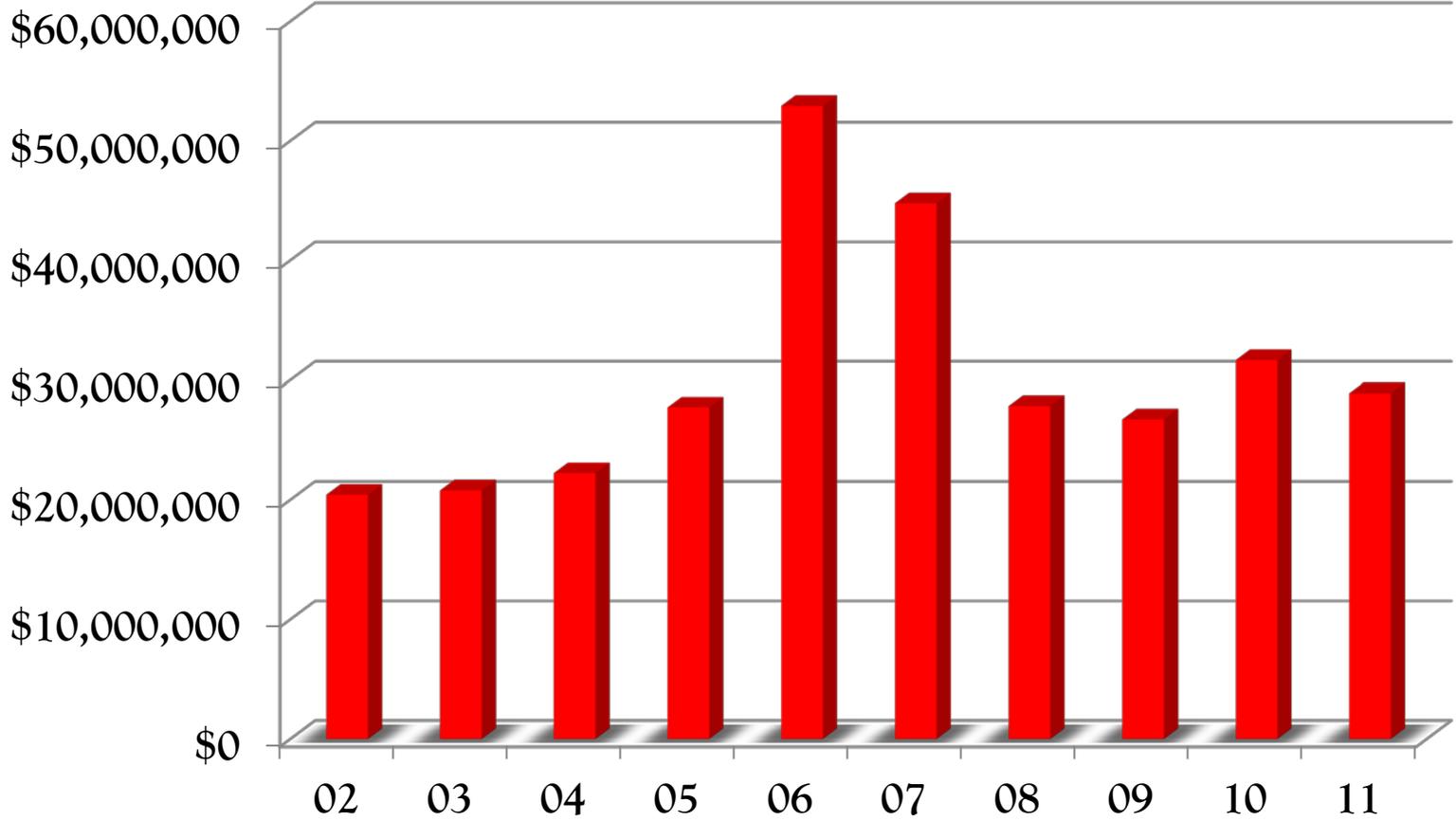


Jan 1 – Dec 31



Cash Received - Calendar Year

The Miami University Campaign For Love and Honor



Jan 1 - Dec 31

