

MIAMI UNIVERSITY
BOARD OF TRUSTEES
Oxford Campus
Minutes of the Board of Trustees Meeting
Marcum Conference Center
Friday, September 19, 2014

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

The meeting was called to order at 8:00 a.m. in the Marcum Conference Center, on the Oxford Campus with the Board Chair, Ms. Sharon Mitchell, presiding. The roll was called with a majority of Trustees present, constituting a quorum. In addition to the Board members; President Hodge, Vice Presidents Brownell, Creamer, Herbert and Kabbaz were also present; as was interim Provost Raymond Gorman; Robin Parker, General Counsel; and Ted Pickerill Secretary to the Board of Trustees. Members of the faculty, staff, student body and community were also in attendance.

Present: John Altman (National Trustee) Jagdish K. Bhati Graham Bowling (Student Trustee) David H. Budig Robert E. Coletti (National Trustee) Donald L. Crain Terry Hershey (National Trustee)	Dennis Lieberman Sharon J. Mitchell Diane Perlmutter (National Trustee) Mark E. Ridenour Robert W. Shroder Stephen P. Wilson
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Absent: C. Michael Gooden (National Trustee)

Executive Session

Trustee Ridenour moved, Trustee Budig seconded, and by unanimous roll call vote the Board convened to Executive Session to confer with counsel, to discuss personnel matters, pending litigation, and matters involving real estate, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22. Following adjournment of the Executive Session, the Board convened into the Public Study Session.

Public Study Session

Summer Initiatives

The Trustees were presented an update on many of the initiatives and programs undertaken during the summer. In particular the focus was on new programs, and those involving perspective students and groups outside of Miami.

Interim Provost Gorman highlighted new summer workshops, distance education, and new summer global programs (such as internships abroad). He also highlighted some programs planned for the future; including certificate programs, and expansion of international eLearning centers. In all, interim Provost Gorman reported the enhancements and additions to workshops (both credit and non-credit) and distance education, increased revenue over last year by nearly \$2 million.

Director of New Student Programs, Buffy Stoll Turton, updated the Trustees on Summer Orientation for incoming students. She emphasized that the sessions are not detailed lectures; rather they are an engagement in a meaningful experience that is an appropriate start to their time at Miami. In all, there are 16, day and a half sessions held each June, involving 60 campus and community departments. Approximately 8,500 incoming students and family members attended this summer.

Vice President of Enrollment Management and Student Success, Michael Kabbaz discussed the new Summer Scholars Program, which grew out of a total revamping of the Junior Scholars Program. The Summer Scholars Program provides a rich, early college experience for talented rising high school juniors and seniors from Ohio and across the nation. In all, 254 students attended, with an average ACT score of 27 and an average HS GPA of 3.92. The group was quite diverse, with 24 states represented and a large portion of the summer scholars from underrepresented groups.

Director of Intercollegiate Athletics, David Sayler, highlighted the summer athletic camps for high school students. He reported the number of summer campers had grown by over 50% from 1,212 in 2013 to 1,841 during the most recent summer. Football camp had grown by 328, woman's basketball by 254, and, in addition to the camps, baseball events hosted at Miami saw 2,000 students participate.

Associate Vice President for Housing, Dining, Recreation and Business Services, Kim Kinsel, concluded the presentation, updating the Trustees on the many additional conferences events hosted on campus. She reported there were 67 groups, with over 12,000 attendees, with the spectators and parents numbering 8,420 for the swim meets. Some of the conference events included; Alumni Weekend, band camps, Beta Theta Pi's 175th anniversary, Viola da Gamba, weddings, as well as the numerous athletic camps and orientation highlighted earlier.

The complete presentation is included as Attachment A.

Regional Campuses

President Hodge thanked the Chair and introduced the topic, relaying:

I think we're all acutely aware of the enormous amount of change that has been, and is occurring throughout higher education; expectations are changing, demography is changing; technology is offering new opportunities and challenges, we've been through that list many, many times because we live with it on a daily basis.

In 1966, Miami University was a pioneer in a new experiment, a new direction for the State of Ohio in creating the first regional campus in Middletown and we followed it with a second one two years later in Hamilton. This has been a source of pride and a significant component of the University ever since. In 2008 the situation changed quite dramatically, a change that we actually welcomed. It was a change in which the state made the decision that the regional campuses should be moving away from being primarily a provider of two-year degrees; letting that be the focus of community colleges, and moving to a really critical need of the state which was to provide more four-year degrees. So this has created a new challenge for the role of the regional campuses. So that the challenge, as it appears today, is, with all the other winds of change that are occurring in higher education, how do we ensure that our regional campuses are providing the best opportunities for the students from this region and for the businesses and civic life in this region who are so very much dependent upon their services?

Now we find ourselves in somewhat of a paradoxical situation, where the State of Ohio ranks near the bottom in terms of our four-year attainment rate for four-year degrees after age twenty-five. And yet we are finding ourselves with our regional campuses with enrollment declining and deficits beginning to build. So it's in this context then that Dean Pratt is looking towards the future and looking at ways in which we can think differently and perhaps organize ourselves differently, so that this very important part of Miami University is able to achieve the very best outcomes possible. I would simply make a quick reference to my annual address for further elaboration on what this means in terms of differentiating by mission and being the best in class at achieving the really, truly most outstanding outcomes for the missions that we have for each of our parts of the University.

So, I've asked Dean Pratt to join us this morning to provide some more background as to the impetus for the efforts he has taken; to describe these efforts, and some of the suggestions. We're also very pleased to have with us Gary Cates, Senior Vice Chancellor from the Ohio Board of Regents, who will speak to this following Mike's presentation, and I'll say just a bit more about Mr. Cates in just a moment, but first, let's start with Dean Pratt.

Dean Pratt then addressed the Board, relaying:

Thank you President Hodge. Chairman Mitchell and the Board of Trustees you've seen the copy of the ad-hoc report that came out from the Regional Campuses. I'll actually begin with a statement from President Hodge, his initial statement on looking at how Miami University has two campuses - the regional campuses and the Oxford campus - which are complementary, but distinct in addressing the mission of our University. And he has just talked a little bit about what

those differences mean for the regional campuses in terms of shifting our focus towards four-year degrees that relate to employment opportunities for our students that are going to stay in the regional area.

I just want to review a little bit where this report came from. Back in early June, I had a conversation with Provost Gempesaw and he suggested that it would be a good idea to begin to explore in more detail the Indiana University – IU East model. You may or may not know when Provost Gempesaw first came to Miami, he and I spent several days in Pennsylvania at Penn State campuses looking at how those campuses operated, because they are also campuses that offer a lot of Bachelor degrees. And then we, along with Associate Dean Rob Schorman, spent a day in Richmond, Indiana at IU East meeting with IU East officials. And it was no surprise when Bobby asked me to take a more serious look at this, because I know that he was impressed with how IU East ran their operations.

So I convened a committee of regional campus faculty, it was drawn from both campuses, it was drawn across faculty ranks; it represented faculty members who were in our College of Professional Studies and Applied Sciences, and faculty members who were connected to departments in Oxford. I asked them to do a S.W.O.T. analysis to look at IU East and look at the strengths and weaknesses, and the opportunities and threats in that model and also look at how a model like that might be fit to Miami's regional campuses.

Those folks, I want to thank them! Daniel Hall is probably going to arrive here; he chaired the committee. I asked those people at the last minute to give up their summer and delve into these documents and talk to people over at IU East and they were very willing to do that. Just before school started, I received a draft report which I looked at; I found that not only had they done a S.W.O.T. analysis, but they were favorable to the model, and they made some recommendations on how we might move forward into implementing these models. As I said those recommendations were given to me as a result of my asking them to do the report, and we also thought there were some areas in the report that could be relayed more clearly, if reorganized. So, in the course of a week, they finalized the report. There were no changes that were really asked in terms of the “meat” of the report, we just asked for some background and some organizational information.

On September 9th I submitted the report to the regional campus faculty, I also copied the President, and on September 16th we had ninety plus minute meetings with faculty and staff, open meetings on both the Middletown and Hamilton campuses, one in the morning and one in the afternoon. So the faculty and staff saw the report and had an opportunity to digest it and we had spirited conversations about it. My intent in calling those meetings was to ask them to look at ways - there are obvious strengths in this report, and there are also ways in which the model doesn't line up exactly – we can address these things, should this go forward.

Let me also reiterate some of things that President Hodge just said - Miami was a leader in creating and developing the Regional Campuses. The campuses were originally designed for students who were bound by place, bound by circumstances, bound by economics; they began by offering lower division courses, in what was then called the “Common Curriculum” what is today called the Global Miami Plan. Students entering those Miami regional campuses had the

expectation that they would finish up their academic programs in Oxford. By the 1970's, the Regional Campuses were beginning to offer associate degrees; this gave again, place-bound economically and circumstantially challenged students the opportunity to complete an associate degree level completely on the Regional Campus, while the pathway to complete Oxford degrees was still open. We eventually had nine associate degree programs on the Regional Campuses.

And then as the President said in 2008, the Ohio Board of Regents asked the regional campuses to begin to focus on four-year degrees. As the President said earlier, with the demographic situation in Ohio, the Governor and the Board of Regents sought to increase the number of degree-holding citizens, and in order to make that number, we really have to reach outside of the traditional high-school graduating population that goes on to the University. So the Regional Campuses were reaching out, and as an open admissions institution we could accept anybody who had a desire to go to college. And, after 2008, the idea was that we should bring these people through the course of a four-year degree on the regional Campus, preparing them and helping develop a more educated workforce for the State of Ohio.

In 2013, this time last fall, the College of Professional Studies and Applied Sciences was opened as an academic division on the Regional Campuses. This gave us the same governance capability of other kinds of academic divisions and it allowed us to streamline the process of building degrees. The College of Professional Studies consists of departments that were moved over from the Famer School of Business and what is now the College of Engineering and Computing, and also added two new departments, Integrative Studies, and Criminal Justice, which had developed on their own on the regional campuses.

So, where are we today? The Regional Campus currently offers eight associate degrees; we eliminated the Associate Degree in Nursing. But if you look at our competition for associate degrees, most of the community colleges around us are offering hundreds of associate degrees, so it is very, very difficult for the Regional Campuses to compete in associate degree education. We now offer seven bachelor degrees and that still makes us one of the regional campuses with the fewest degrees in Ohio. Most of the four-year institutions (and now we're shifting to recruiting students into four-year degree programs) around us and across the state are offering far more bachelor degrees.

About fifty percent of Regional Campus students have declared majors in Oxford-based degree programs. The students that we have that are interested in four-year degrees are interested in a wider range of academic programs than we can offer on the Regional Campuses, so they are still finding pathways into the Oxford programs, and in some of those majors there are significant numbers of students that are commuting over from the Regional Campuses. So this tells us that for the Regional Campuses to be successful as a four-year degree offering institution we need to grow the number of four-year degrees that we are offering and we need to broaden the number of four-year degrees so we can serve the students who have been coming to us and will be coming to us in the future.

The official IU East organizational chart is linked to the report you were given so you can look at that report in its entirety; but this is my summary so it could fit onto a PowerPoint slide. Essentially, beneath the Indiana University Board of Trustees you have IU's President. Initially

when IU East was organized into its current system the Chancellor of IU East's campus reported directly to the President. Indiana University has seven regional campuses that are spread around the state, and within the last couple of years, they created an Executive Vice President Position to move all of those Chancellor reports to an Executive Vice President, rather than directly to the President.

But then below that, the Chancellor of Indiana University East is responsible pretty much for an independent campus. On the academic side, they hire their own faculty, they have a tenure and promotion process for their own faculty, and faculty are organized into an IU East Senate. There are some connections, some representation of IU East on the University-wide Senate as there are from all regional campuses, but these regional campuses are pretty much autonomous in building and approving their degrees. There are shared services - HR, payroll, the University catalog - that cross and that bind together all of the IU campuses.

Our report was divided into strengths and opportunities and weaknesses and threats and I'm just going to summarize a few here. If we were to move the Regional Campuses closer to an IU East model, the Regional Campuses would still remain part of Miami University with the same academic catalog, the same general education curriculum, which really ties all of Miami's academic divisions and all of Miami's academic programs together, that is really what gives us our "Miamianness." General University Policies & Procedures stay pretty much the same; Human Resources, the same. Institutional Software like Banner and the Learning Management Systems, the Miami Foundation, these large organizations that are the body of making a campus tick could still be used by both the Regional Campuses and the Oxford Campus. Below the President and the Board of Trustees, for academic programs, for shared faculty and administrative governance, for hiring promotion and tenure, and for academic and campus support, the IU East campus, and in this model the regional campuses, could run as more or less an independent campus below the Presidential level. This also provides greater flexibility in developing our degrees and programs and in flexing those programs and needs towards the students and communities that the Regional Campuses have traditionally served and that the state expects us to continue to serve.

Miami University and Indiana University are not the same universities and so this is not a model that could be wholly dropped onto the Regional Campuses; there are differences between our institutions that would have to be reflected. Number one, is probably the students; students do not flow between IU East and IU Bloomington. Some of that has to do with distance, some of that has to do with institutional history; those campuses started as separate campuses and they really were not campuses that shared a student body in the way that our Regional Campuses originally began. That is also true for the faculty. IU East always hired its own faculty, and we have a fifty-year history of having faculty connections between the Regional Campuses and the Oxford Campus. Developing new degree programs which meet current student desires for traditional university disciplines; again, a lot of our campus students and a lot of the IU East campus students are looking for a wide range of academic disciplines to participate in; right now, the Regional Campus not only has too few degrees, but those degrees are all very specifically focused. Then, if there are changes coming, we need to figure out how to maintain the enrollment on the Regional Campuses and to serve our current students, while we're transitioning, and while we're building up degrees.

So as I said, the IU East model is not a perfect fit to Miami University, in part because of issues of history, in part because of issues of proximity; but it has the potential to expand the role for the Regional Campuses in serving our students, serving our community and serving that part of Miami University's mission that the Regional Campuses were designed to address. Exploring and implementing a new model for the Regional Campuses is also a way to return, as the President said earlier, to return Miami University to a leading role in creating a new model of regional campus operations. There's no question that the fifty year-old model that all of Ohio's regional campuses are operating on is becoming increasingly difficult, given the changes that have happened in higher education, particularly the ones that happened most recently. Expansion of four-year degree programs in the regional campus environment better addresses the goal of the Chancellor and the Board of Regents to increase that number of educated people in Ohio by being able to reach outside of the traditional population of high school graduates entering a four-year public or private institution in Ohio.

I thank you for listening to me; I'd be happy to respond if you have any questions or concerns.

President Hodge thanked Dean Pratt and the Committee for their work. President Hodge then relayed:

One of the obvious points of concern and interest here is how does this fit into the state? We have clearly highlighted the fact that this was a creation of the state; we are very beholden to that, and our mission as a public university is to fulfill and promote the interests of the state as we move forward. So as you might expect, one of the first consultations that we made was with the Ohio Board of Regents to make sure that we're considering options that fit within the expectations, if not the hopes and expectations of the Ohio Board of Regents, the Governor, and the Legislature. So we're very pleased this morning to have Senior Vice Chancellor for the Ohio Board of Regents, Gary Cates, with us. Gary's in a position to convey the first round of reaction from the Ohio Board of Regents; but Gary also represents another very important resource. As a long-time member of the local community he's had a deep and abiding interest in what happens with higher education in this region and can speak from that perspective as a business person, and as a citizen, as well as Senior Vice Chancellor of the Ohio Board of Regents. So I invite Gary Cates to come and address us. Thank you, Gary.

Senior Vice-Chancellor Cates then addressed the Trustees, relaying:

Thank you, Mr. President and Madam Chair. In my job I'm trained to think like a Vice President of a University and I never want to get ahead of my boss, so allow me to read into the record my boss's letter of support for this program. This is dated September 12, 2014.

Dear President Hodge,

Thank you for sharing the SWOT analysis regarding the possible future direction of regional campuses. With 2016 marking the 50th anniversary of the creation of Ohio's first regional campus at Miami University Middletown, I am excited that Miami will continue its legacy of leadership and will engage the university and

local communities in a process to clarify the role of regional campuses for the next 50 years.

Providing regional campuses with the flexibility and autonomy necessary to meet the area's employment needs by offering wider options of bachelor's degrees at an affordable cost to nontraditional students aligns squarely with the state's higher education priorities. I am excited to learn of Miami's intentions to explore the shift in the mission of regional campuses from a model based primarily on offering associate degrees and serving as a main campus feeder program to a model recommitted to serving the regional employment needs by offering four-year degrees aligned with those needs.

Please do not hesitate to contact my office as you explore the opportunities and the possibilities of piloting a new model for regional campuses appropriate for the challenges of the 21st century.

*John Carey,
Chancellor,
Ohio Board of Regent*

So, to elaborate a little bit on the Chancellor's letter there, some weeks ago, we had a meeting in Cincinnati when the Chancellor was here with President Hodge and other officials from the University to explore this. The Chancellor was very much embracing of the proposal here and feels that what you're looking at definitely meets with our objectives in terms of educational attainment for the state, as well as educational and employment opportunities on a regional basis.

Our thirteen four-year institutions operate 24 total regional or branch campuses around the state. Miami and UC are somewhat unique, and Miami's very unique in that both of the regional campuses happen to be located in the same county as the main campus. In the case of UC, they have one campus residing in Hamilton County and one in Clermont County. But when you look at three other University systems, Ohio University, Kent State and the Ohio State University system, they all operate multiple campuses, five to seven I believe, each respectively around their regions. In the case of Ohio State each of their regional campuses is co-located with one of our community colleges; some of those colleges offer residential accommodations for students who wish to reside on a campus to finish their degrees either there or to transfer to Columbus. Most recently, I think Kent State just created a new bachelor program at one of their regional campuses to address the needs of the local economy for agricultural education; I think it was in Tuscarawas County. And then I saw recently where Ohio University at their Chillicothe campus is expanding their offerings as well.

I think the reason these programs are being created is that the universities recognize that access, as defined by affordability and geographical distance, remain challenging for the citizens of this state to get the type of education they desire to have. So when they can't come to you, you need to kind of go to them a little bit. In those cases, they have seen growth in enrollment on those campuses by providing opportunities for students who otherwise could not travel to the

main campus or afford to be a student and live on-campus there as well.

I remember about two years ago, I made a visit to the Ohio State branch campus in Mansfield, which is located about 70 – 75 miles from the Cleveland Metropolitan area. The Dean of the campus there was telling me that his biggest problem is that he needs to have more dormitories on-campus because 70 miles is obviously too long of a commute for those students to go back and forth - their biggest student enrollment comes out of the Cleveland area. So they saw the need and are looking at opportunities to expand and increase residential opportunities on-campus so people can afford going to Ohio State in Mansfield.

With that in mind, Mr. President and Madame Chair, I'm more than happy to answer any questions that I may be able to answer for you.

President Hodge replied, asking Senior Vice Chancellor Cates; relating back to the comments that I made earlier about your residency here in southwest Ohio, would you speak a little bit to the perspective of the state in terms of our educational needs as we look out over the next decades?

Vice Chancellor Cates replied, answering:

As a state we are an undereducated state in Ohio; by that I mean the number of people who have post-secondary credentials – associate degrees, less than associate degrees, bachelor degrees, masters, doctorate and so forth. A lot of it has to do with the historical perspective of Ohio, where as Ohio built this manufacturing-based economy in the last century, credentials beyond high school were not required to have sustainable employment opportunities in the state.

We all know that the state has changed, but the history of our educational attainment has not. So under the direction of the Chancellor and Governor Kasich, we are trying to do everything we can to marry our operations at the Board of Regents, not necessarily with K-12, but with the department of development (I should say Jobs Ohio), recognizing this is an important part of the pipeline. Our universities serve, our whole system here, serves a tremendous purpose of bringing people to the state for their education. As you know, here at Miami, you have a large portion of your students who take advantage of coming to Miami who are not residents of the state. And we're very grateful for that, because that gives people an opportunity to come see Miami and Ohio. But we have a large number of people in the state, who may not have the means to go on to a higher education opportunity. So we're trying to figure out how we take our 24 branch campuses, our thirteen four-year institutions and our 23 regional community colleges, and our 58 adult education programs at the career tech centers here, and make sure that we're getting an effective pipeline for people to get beyond high school, to get that next credential because the economy of the future is going to require more than a high school diploma.

And if I can add just one comment to that, Mr. President; one of the things I've am very much involved with in my role with the Board of Regents, is ABLE, our Adult Basic and Literacy Education. We have over a million people in this state without a high school diploma, in a population of eleven and half million people. There are a lot of reasons why we have people

without a high school diploma. But without that or having a GED, they have such limited opportunities for any sort of meaningful employment in the state and the type and quality of life that each of us would choose to have and enjoy. So, we're trying to find ways to engage more people to come back to finish up their high school diplomas, complete their GEDs and go on. Our Board of Regents has heard from students who did not have a high school diploma, went on to the ABL program and are now students at the community colleges.

And I would tell you that this administration and our offices are keenly focused on doing what is best for students, however we define them; not what's best for the state, not what's best for a particular institution, not what's best for anything other than what's best for students. It's our desire to try to give people as much opportunity to have the type of life that they want to have, to have the type of job they want to have, and to live where they want to live. So our total system of community colleges, the branch campuses, the universities, everything, ties together here because we want to make sure that have something for everybody and they can pick and choose what they want to do. Because not everybody is going to need a bachelor degree, but a lot of associate degrees can be awarded; a lot of people don't need an associate degree, they can get one-year or two-year certificates.

We are more fully engaged in this process than we ever have been. In the fifteen plus years I served in the legislature, I never would have thought we would have seen the level of collaboration and cooperation and focus on changing our overall mission to serving the people of the state. But it's really come together very nicely and we appreciate the leadership of President Hodge and other Presidents of our universities and community colleges for making that happen. Quite honestly, that was what it took for 37 presidents to work together and that was unprecedented almost, and it's working beautifully.

President Hodge then stated he believes it's terribly important to have that perspective of the bigger picture of where we are going at the state level, and asked if there were other questions for the Vice Chancellor?

Trustee Crain remarked upon, and thanked Senior Vice Chancellor Cates for, his long history of service to the community; beginning in what is now West Chester, then as a representative to the Legislature, then as a Senator, and now as Senior Vice Chancellor of the Ohio Board of Regents.

President Hodge then added that Senior Vice Chancellor Cates has been a professor on Miami's Regional Campuses, adding yet another perspective.

Senior Vice Chancellor Cates elaborated;

The two semesters I was on adjunct faculty at Miami Middletown I actually think I got a lot more from it than my students did, because I learned first-hand the obstacles and challenges that non-traditional students have in getting a degree. Things that I always took for granted, such as having a car that operates all the time, or being able to navigate around a lot of issues. I learned first-hand the struggles that people have and I will tell you that anything we can do to give people the hand up they need, when they need it, when they get in that hole, is something

here that you can't put a price tag on.

My two sons are in college now, and they may not agree with this, but they've had a pretty good life so far; they haven't had a whole lot of challenges or obstacles to overcome and I'm grateful they are in that position. But being a faculty member here gave me a keen sense that there are a lot of people here whose safety nets are very tattered. We can never forget or leave them behind on the field. They have much desire, and we should make sure we give them as much support as possible with whatever means, for them to be successful for their families. And at the expense of being a little overly dramatic here, I can tell you that that is my passion; I try to think about the people here that we tend to not think about sometimes; because their future is just as important to them as ours is to us. Thank you.

State Representative Tim Derickson then addressed the Trustees, relaying:

Thank you. I didn't really come to speak, but I do want to offer some encouragement for the plans as we move forward with this discussion. One subject that has been very near and dear to me as a Legislator is work force development. And from a workforce development prospective, the Regional Campuses really are in a great position and can be in a better position, frankly, to serve the community, serve businesses who have jobs that are available and are really just looking of people who are qualified. The discussion that is taking place or beginning today, I think certainly lends itself to helping our community, the Hamilton and Middletown Campuses in particular, because we really are in a position to encourage job growth in Butler County. I think Governor Kasich and other leaders in the state are really doing a good job at that. I really appreciate what you're embarking on here and appreciate your consideration for what the President and Dean Pratt have offered here today. Thank you.

President Hodge concluded the discussion, relaying:

Thank you very much, Tim. I appreciate that very much. So to wrap up this discussion, let me make just a few final observations. First of all, let me start again with where we always start, that there is a huge and enormous change in what is happening in the context of higher education. We have no choice if we're to be successful as we aspire to be, to recognize those changes and to seize the opportunities that come with them - as both Representative Derickson and Senior Vice Chancellor Cates have identified - in order to fulfill the missions that are set out for us as a public university. This really is a time of great opportunity. It seems that a significant part of enabling the Regional Campuses to fulfill this mission, is to increase autonomy in some meaningful way to give them the opportunity to be more responsive in an immediate and more fulfilling sense to the needs of the region. That theme of autonomy will come through again and again and again.

But as we try to embrace a different future, a future that allows for more autonomy, we recognize that this will require significant change and we all know change is not easy. Particularly for universities where there have been established procedures and relationships for a long time. But I would also stress that we must have a sense of urgency as we approach this task. The change is coming on us very, very quickly; the external changes that are occurring are pretty dramatic. I want to underscore what I said earlier about this paradoxical situation where

here we are ranked, as Senior Vice Chancellor Cates stressed, very low nationally in terms of our education attainment for adults across the state, and yet we're having declining enrollments and budget deficits at our Regional Campuses. That should grab us right there, and say something is wrong here and we need to improve and to fix this. So whether IU East represents the best model for us to follow or has the best features for us to build a regular program around, remains to be seen; but the question is before us and the question must be answered.

Within the next one to two weeks, it is my intention to appoint a University-wide task force which will have representatives of the Regional Campuses, of the Oxford Campus and the central administration and so forth, to explore further the opportunities and challenges that we have before us. Starting with this report, but extending the analysis more broadly to focus then on a series of recommendations, hopefully provided to us by the end of this fall semester, about directions that we might proceed. Then, we can take the spring semester to digest those recommendations, modify them as appropriate and to determine the appropriate best next steps for us to proceed. So while it is a time of change and change can be frightening, it is also a time of tremendous opportunity. I particularly want to thank Senior Vice Chancellor Cates and Representative Derickson for providing that larger context. Advancing the missions of the Regional Campuses is really quite exciting, terrifying at other moments, but at the end of the day, it is an opportunity to do a much better job of meeting the needs as they exist today and will exist in the future. It's a tremendous challenge and one that we welcome. But again, and finally, I want to say thank you to all the efforts that have gone forth just to get us to this point; and I anticipate robust, challenging, informative conversation in the months ahead. Thank you Madam Chair.

The Chancellor's letter, the Regional Campus report and Dean Pratt's presentation are included as Attachment B.

Public Business Session

Approval of the Minutes of the June Meetings

Trustee Ridenour moved, Trustee Crain seconded, and by voice vote the minutes of the June 19 and 20, 2014 Board of Trustees meetings were unanimously approved.

Consent Calendar

Trustee Wilson moved, Trustee Ridenour seconded, and by voice vote the resolutions presented on the Consent Calendar were unanimously approved.

Designation of Emerita/Emeritus

RESOLUTION R2015-01

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

Marcia Baxter-Magolda
Distinguished Professor
Educational Leadership

Carolyn M. Burger
Nursing

Julia A. Lindsey
Art

Peggy Jones-Walton
Nursing

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

Howard A. Blanning
Theatre

Dennis K. Burke
Mathematics

Steven M. DeLue
Political Science

Reginald Fennell
Kinesiology & Health

W. Sherman Jackson
History

Thomas E. Hall
Economics

Robert E. Lee
Music

Peter M. Magolda
Educational Leadership

Mufit Ozden
Computer Science & Software Engineering

Thomas M. Porcano
Accountancy

Randolph Runyon
French & Italian

David Schloss
English

Robert P. Stewart, Jr.
Chemistry & Biochemistry

Yuksel Uckan
Computer Science & Software Engineering

Allan M. Winkler
Distinguished Professor
History

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

Mary M. Arthur
Housing, Dining, Recreation and Business Services

Katherine F. Bradbury
Office of the Provost

Magdelynn B. Eisele
Marcum Conference Center

Jane S. Gaitskill
Marcum Conference Center

Carol A. Hauser
Human Resources

Ann L. Larson
Office of Admissions

Cheryl M. Newton
Office of the Provost

Margaret Sander
Information Technology

Kristine E. Stewart
Office of the Vice President of Student Affairs

Mary C. Stone
Environmental Health and Safety

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

Howard A. Bradley
Planning, Architecture and Engineering

Douglas Green
Scholastic Assistance

Richard H. Munson
The Conservatory at Miami University Hamilton

Kenneth Price
Housing, Dining, Recreation and Business Services

Robert F. Schmidt
King Library

Conferral of Degrees

RESOLUTION R2015-02

BE IT RESOLVED: that the Board of Trustees hereby approves the conferring of all appropriate degrees, honors, and distinctions, as recommended by the Faculty Assembly, for all Commencement exercises scheduled during the 2014-2015 academic year.

Allocation of Unrestricted Funds

RESOLUTION R2015-03

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, 2014 to June 30, 2015:

University Division

President	\$28,000
Academic Affairs	\$42,800
Finance & Business Services	\$150,000
University Advancement	\$62,000
Total	\$282,800

Campus Naming

RESOLUTION R2015-04

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

Nellie Craig Student Organization Room (3031 Armstrong Student Center)

This student organization room is to be named in honor of Nellie Craig, the first African-American student admitted to Miami University. It is to be named in recognition of a gift from the Black Alumni Association.

Tom and Jan Hassfurther Team Room (Legacy Project at Hayden Field)

The room within the new baseball support facility is to be named in honor of a gift from Tom ('77) and Jan ('77) Hassfurther.

Tom and Jan Hassfurther Administrative Area (Legacy Project at Hayden Field)

The space within the new baseball support facility is to be named in honor of a gift from Tom ('77) and Jan ('77) Hassfurther.

**Brenner Family Locker Room
(Legacy Project at Hayden Field)**

The room within the new baseball support facility is to be permanently named in recognition of a gift from Chad and Carol Brenner, in honor of Ryan Brenner ('13), who played baseball at Miami.

**Shooting Room in Memory of Jonathan N. "Whit" Whitacre
(Goggin Ice Center)**

The room would be permanently named in recognition of a gift from Bob and Nancy Whitacre, in memory of Jonathan "Whit" Whitacre, a Miami hockey player.

**Starkey Family Room
(221 Kreger Hall)**

The room would be permanently named in honor of Russ Starkey, who has endowed a scholarship for the Physics Department.

Comments by the Chair

Board of Trustees Chair Sharon Mitchell commented:

Good morning and welcome to this meeting of Miami University's Board of Trustees. Much has occurred since our last meeting. We've enjoyed the recognition of U.S. News and World Report, which has named Miami University the top public university for commitment to undergraduate teaching. Among all universities, public and private, Miami was tied for second with William and Mary, following only Princeton. This recognition is a credit to our faculty and staff for their teaching excellence in the classroom, and for the individualized support they provide our students. Miami's Entrepreneurship program was also recognized for its excellence – ranking in the top 10 in the country. This is a great opportunity for us to recognize our faculty and staff for all they do.

Since our last meeting, we also welcomed the Class of 2018. Following a record number of more than 25,000 applications, the Class of '18 is over 3,600 strong and boasts a 27.7 ACT average, the highest ever at Miami University. This is an amazing class. The students come from 39 states and 33 countries, and more than half of the class received college credits from advanced placement or some other program. We welcome the members of the Class of 2018, and we look forward to hearing about their accomplishments and adventures.

As we heard earlier today, much occurred during the summer months and we thank everyone involved for their efforts in managing such incredible success. Summer events ranged from new workshops, to orientation, to athletic camps, to conferences and events, to the Summer Scholars program. Not only do such activities provide an immediate service, they also serve to introduce new people to Miami and all it has to offer. We believe there is no better way to understand how Miami University is so special and unique, than through an actual experience on our campus.

In visiting the campus, people also get to experience Oxford, Ohio, which placed third

nationally on Livability's top ten list of Best College Towns. The College towns are ranked on walkability, entertainment, recreation, cultural amenities, housing affordability, and the university-town partnership. We are proud of our partnership with Oxford, and we have all known for quite some time how special Oxford is. It's wonderful for them to be recognized nationally.

Outside of Oxford, much has also occurred as students studied abroad, bringing them unique perspectives and experiences. Miami offered 58 faculty-led programs, in over 30 countries. Over 1,000 students took part in an international program during this past summer. There are also many international students who chose to study at Miami, and Miami's American Culture and English (ACE) Program, has grown from 37 students in 2011 to more than 200 international students today. The ACE program provides intensive English language instruction, along with information about American culture and academic university culture, to ready students for success in their academic undergraduate studies.

We've also learned of some very exciting work and success by our faculty, staff and students. The Myaamia Center, led by Daryl Baldwin, received a \$167,650 grant by the National Science Foundation for a project titled "Breath of Life Archival Institute for Indigenous Languages." Breath of Life is designed to help American Indian communities regain their languages.

Miami staff have also been engaged in exciting work. Our Development Team created #Move in Miami Day. As Miami's Class of 2018 moved onto campus, the university community of alumni, parents and friends came together to show their support for the entering class via this new social media campaign. The Move in Miami Day campaign brought together 3,257 donors and raised \$506,000 in just 20 hours and 18 minutes. Another good example of innovation and creativity yielding great results!

Finally, I would like to highlight another area of work by our Miami students, and that is community service. Students from Miami and the University of Cincinnati will be competing not only at tomorrow's football game, but also in a drive to combat hunger through a "Food Race," to see whose fans, the Bearcat's or the RedHawk's, can generate more donations for local food banks. Fans can donate at the game with cash or canned goods, or give right now, online.

I think we can all see that even though it was summer – Miami does not take a vacation!

Reports, Ordinances and Resolutions

President's Report

Miami University President David Hodge commented:

Let me just start with a quick reflection on the presentations we saw with regard to the summer. This is really an exciting growth area for us as we move forward and there are many, many benefits for us having a robust and active summer program. The first is we have this incredible facility that should be used; it should be used more often, and the ability to share it

with others in a constructive way is certainly a delight. I'm also very excited about the opportunities we provide for those who are actually participating in the summer programs, from our own students who may be studying abroad or studying here on campus or working with our summer research programs; there are so many ways in which they benefit. But especially we like to focus on the high school students, the K-12 students who are able to come to this campus and participate; for many of them in a life-changing experience. It's really quite remarkable to see the changes that occur. But of course, it also is an opportunity for us to increase the visibility of Miami, and for future prospective students to have a closer look at what it means to be on a campus like this and all the potential that's there. So my congratulations to everybody on a very successful summer please continue this aggressive move to make the summer more of a consistent part of the Miami experience overall.

The beginning of the year is without a doubt one of the two great high points of the year; arrival and Commencement. I just want to highlight as I did in a letter to the campus about the extraordinary participation of our staff and faculty in welcoming in new students. We have a program where we invite volunteers from throughout the university to help on the move-in day. It is a crunch time; lots of people coming, lots of activities and I just cannot say enough about the spirit that Valerie and I encountered as we went around campus helping people move in. It was extraordinary, because this is a traumatic time for most parents, you know especially the ones where this is their first child going off to college and they have all of the concerns and fears and hopes and expectations that you would expect, and it's just a marvelous time. So to be greeted by staff and faculty with huge smiles, having everything disappear from the car quite quickly, it just could not be a better introduction to the Miami experience for the students and for their parents. I just can't say enough about that.

Let me quote from an email we received from one of those parents who says: "I serve on the Board of Trustees of our alma mater, as well as on the council of another University's School of Business, but must say that we are completely impressed with everything that Miami has done thus far. Organized, professional, warm and welcoming is how we describe every one of our experiences dating back to our initial visit last October. Everything has been top-notch and the aforementioned institutions that I love, would be well-served by taking some pointers from Miami University." Now, that's a beautiful statement, that's what we want and not all of our parents say that; but increasingly that is the common experience. I can't say enough again about our faculty and staff who are every year, trying to make it better and better and better, and are doing so.

I want to underscore the hashtag #MoveInMiami experience. It was terrific to see, to generate some enthusiasm about that, and great ideas coming out of our advancement division. Of course if we can raise \$500,000 in twenty hours, we should be able to raise \$188 million dollars in one year! So we have new goals for the advancement division!

Obliviously one of the biggest highlights of the incoming class is Convocation and this was an extraordinary year having Convocation centered on the 50th anniversary of Freedom Summer. Our students were able to read a book; the first 70 pages or so, focused a great deal on the Western Campus, the Western College for Women, as it existed at that time and the experience the student volunteers had at that time. They were able to gather finally, on that very

site where those students gathered; so we had this historical moment that was very, very special. It wasn't without its challenges. It was scheduled for Friday and we had the threats of severe thunderstorms, so we didn't even feel like we could have the students walk down to Millett because of the severity of the threats. Well, it didn't turn out or materialize, but the threats were there nonetheless, so we had to postpone until Sunday. And that turned out to be a really meaningful and a great thing; I wish you could have all been there to see the students sitting in the grass on the side of the hill next to the Memorial. We had a tremendous speaker; although we had to record it because he had to leave before we could start, and great comments from our students, it was just a wonderful experience.

There was also a move-in aspect that was a little bit unusual this year because we had three new residence halls on the Western Campus which opened up and I had the opportunity on Saturday to go help them move in. It was again, just terrific! It was so much fun to see these students who had never actually been inside those buildings before, but had opted to live there, to go in and say "Oh my goodness!" It's jaw-dropping to see what's there. Again, though as I stress always, one of the things that Miami does especially well is we look to create unique, high quality opportunities and we do it always with the budget in mind. These buildings reflect tremendous opportunities for our students but also a very disciplined approach financially to making sure that they're successful.

Then speaking of finances, at the beginning of the year, there is a lot of trauma for students as they try to make sure that all the finances are aligned and are where they need to be, and there's a big rush for students who, for one reason or another, find themselves in a difficult situation. This year we had a tremendous effort, a proactive effort that started some months ago, to reach out to students so that if we thought we could identify that they were in some kind of challenging position, we could reach out and try to solve their problems in advance. Again, the goal is to get these students back here and make sure they are on a firm footing and that they can afford to continue their Miami Experience. This year the results were terrific; last year we had 572 cancellations that occurred for failure to pay, this year that number dropped to 247 which is a 57% decrease in the number of students who were not able to return to Miami. Again, this is a tribute to the degree of collaboration that occurs between Student Financial Aid, the Bursar and the Registrar; just an awesome contribution on their part. When I see emails from parents and students about this experience you appreciate how important that personal touch is, and how life changing it is for these students to be able to continue to move forward. It's absolutely a remarkable thing.

Continuing that theme of recognizing the extraordinary contributions of faculty and staff, I would like to take just a moment to highlight some of the important university awards that we just made. We so often take for granted the exceptional contributions of our faculty and staff, and we probably don't often enough take a step back and congratulate those who provide exceptional performances on top of a very, very high base of expectations that we have for all of our faculty and staff. As I go through these awards, I'd like you to think about a couple of things. The first is to have a first-class experience; think about our vision: to provide the best undergraduate experience enhanced by superior, select graduate programs. That word experience was chosen deliberately because we recognized that really, there are so many contributing parts to helping a student succeed, so that when they leave here they are in a superior position for the rest of their

lives. So also think about the diversity of people and the diversity of interests that make that happen.

First during my annual address I was able to announce the Distinguished Service Awards. This is an award that's given only every other year to exceptional individuals. The winners this year were Kip Alishio and Becky Dysart. Kip, many of you know, has been director of our student counselling services; he has been personally involved with many, many students and their parents helping them to get through really difficult and challenging situations and has created an aura in his staff to replicate his own personal commitment to the students. Becky Dysart has been leading from an internal perspective our LEAN Management Initiative, helping with all the education there, and as you know we're now up to over \$24 million in annual financial impact because of our LEAN initiatives, so again a tremendous impact.

Then this week, following Faculty Assembly, we had a number of other university-wide awards which we recognized. The first is the Provost's Excellence in Academic Advising Award which recognizes faculty and staff members who spend a significant portion of their time providing exemplary direct delivery of academic advising services to undergraduate students. This year the award was given to three individuals: Patrick Murphy, an Associate Professor in English; Marti Kyger, Assistant Dean in the Farmer School of Business, and Katie Shoemaker, a resident director in Residential Life. We all know that academic advising is one of the critical keys to success for our students and these individuals exemplify that.

We also have developed recently a Career Development Award. This award recognizes faculty who actively support the development of the Miami University career community, by incorporating career development and career advising into their teaching and student advising, and who seek out partnerships with employers - And of course, speaking of partnerships with employers, we had our job fair this week and oh my gosh! What an energetic area that was! I sort of felt, looking down on it with just this mass of people and the bright new lights in Millet Hall, it was like those movies where people are thrown on to the trading floor; there's just this kind of energy and excitement about it. I talked to many employers about what they were looking for and why they were there and I got two really critical messages. The first was this is as good of a job fair as they've ever seen, and much better than almost any other job fair they've ever seen; and secondly, that those qualities they're looking for are exactly the qualities we keep talking about. It starts with the work ethic, sense of initiative, people who are willing to learn and change and grow, and they just keeping saying that these Miami students are so poised and they get it! It's a great rush to be there! - So the winners of this year's award: Jim Kiper, Professor and Chair of Computer Science and Engineering; Julia Guichard, Associate Professor and Interim Chair of Theatre; Amy Summerville, Assistant Professor in the Department of Psychology; Heidi McKee, Associate Professor of English and the Roger and Joyce Howe Writing Professor; Pat Troesch, Instructor in the Department of Kinesiology & Health; Dave Rosenthal, Professor of Marketing; and Jan Taylor, Senior Lecturer in Marketing. Just to make one quick aside about Dave Rosenthal. Dave will be retiring at the end of this semester after 35 years of service to Miami University. He is one of those individuals who has had a profound impact on the course of Miami and his role in the Farmer School of Business has been just extraordinary; his passion and commitment to the students is without peer; just a remarkable person and well-deserving of this award - he will be deeply missed as a member of our Miami

community.

We also have the Distinguished Scholar Award which is a recognition nominated by faculty peers in recognition of their outstanding research and scholarly activities. The winners this year are: Mary Jean Corbett, Professor of English and Affiliate in Women's, Gender and Sexuality Studies, who has gained international recognition for her work in Victorian Literature and women's writing; Gary Lorigan, Professor of Chemistry and Biochemistry and Director of the Advanced EPR Laboratory, who has amassed scholarly acclaim for his work on the structural and dynamic properties of integral membrane proteins and peptides; Abdoule Saine, Professor of Political Science, internationally renowned for his work on democracy and elections in Africa, Human Rights and the role of the military in politics; Jing Zhang, Assistant Professor of Statistics, whose research crosses multiple fields and disciplines including Bayesian statistics, spatial analysis and statistical modelling for environmental and biological study. This is a really distinguished group of scholars and we're happy to recognize them.

And lastly are the Distinguished Teaching Awards. This is conferred upon faculty members whose achievements unequivocally merit the recognition of their excellence in teaching and we present one to each of our four faculty ranks. Instructor Alysia Fisher's teaching in the Center for American & World Cultures is highly aligned with Miami's diversity and global education goals. Andrew Casper, Assistant Professor of Art, was honored for his use of innovative methods to engage students in thinking critically and understanding context in large and small classroom settings. Sergio Sanabria, Associate Professor of Architecture, was cited for his deep and powerful impact on the understanding of the nature of design through his use of inquiry and discovery in teaching. And lastly, Rodney Coates, Professor of Sociology and Gerontology, was cited for his Global Service Learning course which is taught simultaneously in several countries; Miami students paired with students elsewhere through internet tools, Dr. Coates is also noted for his powerful impact on students who might be at risk for attrition from the University. So it's my great pleasure to share with you this list of outstanding individuals.

I'd like to just follow-up very briefly here, by talking about the rankings. We're very, very pleased and proud as Chair Mitchell noted, that for the fifth year in a row, we've been ranked number one by our colleagues as the best public university for our commitment to undergraduate education; tied with William and Mary and only behind Princeton. That's a tremendous statement about the University and where we're heading. There was one other set of rankings, and we heard one of those from Chair Mitchell, which was about the Princeton Review Entrepreneurship rankings and they ranked our Entrepreneurship Program as number ten, but they also ranked Miami University as number three for technological innovation so there was a nice pairing here of these sorts of things. The Entrepreneurship Program is housed in the Farmer School of Business and deserves its high national ranking, but what most people may not realize is that a small majority of its students actually come from the rest of campus; that it actually is a university wide co-major that students are able to participate in.

So when I think about these rankings; there is one other ranking I want to mention about the U.S. News and World Report, which is a very important one; in addition to being ranked for our commitment to students, we also get an A+ for B students. What that means is we can take very good students and take them to an extraordinary level of achievement. And when I think

about all the conversations that I've had with alumni and students and faculty and staff over the years, I think above all else, the term "Over-Achiever" comes to mind repeatedly. I believe this recognition is a recognition of what is really at the heart of the Miami Experience - we expect our students to over achieve and generation after generation, they do.

The question I have been puzzling over and thinking about, is, what do over-achievers and innovators have in common, how do these two things come together? It's really quite a long list, but three that I would highlight. First of all, work ethic. You just don't get to these places unless you're willing to roll-up your sleeves and work awfully hard. The second is the courage to take risks. Over-achievers and innovators take risks; not stupid risks, they don't fail for the sake of failing, but they have a degree of courage that goes along with their vision and energy that propels them to take on new challenges and to move forward. And thirdly, they have the ability to imagine outcomes that are outside the proverbial box. An over-achiever by definition is somebody who does the unexpected; an innovator by definition, is somebody who creates something that is unexpected. And when we think about this, what is the University, what do we do to instill and nurture these attributes, to provide the context and the opportunities for those qualities to be strengthened and better serve the interests of our students? To me this is perhaps best summarized in our unifying goal: To promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes. To promote a vibrant learning and discovery environment - that's where innovation and hard work and overachievement, in my view, get mixed together. Survey after survey of employers has shown that the qualities that employers value most include those that we think of traditionally with our University - the ability to think critically, the ability to communicate effectively and the ability to resolve complex problems collaboratively. But on top of all of this they note their desire to hire people who are creative and imaginative and innovative. That's the quality that stands out overall.

So as the result of conversations over the last couple of weeks, it's my pleasure to announce that we are going to move ahead next year, that is the academic year 2015-2016, with a common theme for the entire University focused on creativity, imagination and innovation. We don't yet know what we'll call it, but it's something about the year of those things. I will shortly be putting together and finalizing a steering committee who will provide us with a way in which the campus can discover new synergies and really make it a very, very special year and a year in which we can really do some great things. To me, there are many expectations for this year, but three I want to highlight.

First, this is a chance to highlight the incredible contributions we are already making. There are just incredible pockets across the entire university of individuals who are advancing the ability to think creatively, imaginatively and innovatively. Secondly, we want to find new ways to strengthen and generate new insights into nurturing those qualities I've just described; what will we learn during this year about how we can work together better, to make sure that our students have the most extraordinary opportunities? And when we do that, thirdly, we will not only have had a good year, we will have permanently deepened and expanded those attributes as part of the DNA that defines Miami. So, in addition to what we've got ahead of us this year, we've another great thing to look forward to.

Report of the Chair of University Senate Executive Committee

Dr. Bryan Marshall, Chair of the University Executive Senate reported the following:

Thank you Madame Chair and members of the Board. First I want to just say how much I appreciate the opportunity and the tradition of this body that gives voice to University Senate, I truly appreciate that.

My report today will be brief as we are just getting started in the Senate. We spent the summer populating committees and organizing. We've had one Senate meeting so far, and today you'll be considering an honorary degree that we unanimously supported. We also have a number of interesting things in the immediate queue for us; a couple of interesting degree programs, one that I expect we're going to act on at the next meeting; and I expect a lively and fulsome debate on parking policy at the next meeting; as well as a number of other important items a little further down the queue with the Senate. I'm expecting continued progress on the Global Studies Unit and eventual action. But as I remarked earlier, we're just getting started Madame Chair, and I'm happy to yield the rest of my time.

Report of the Student Body President

Mr. Cole Tyman, Student Body President, reported the following:

Thank you Madame Chair. I'd first like to say on behalf of the cabinet of the Associated Student Government, it was wonderful dining with you this morning I know there were some wonderful discussions going on and it's one of our favorite opportunities every year to interact with you all, and I hope that the discussion was as valuable for you as it was for us. For my first point, I'd like to welcome our two newest trustees, Mr. Coletti and Ms. Perlmutter to the Board. We are greatly looking forward to your service and we're very excited to work with you during your time on the Board and so thank you for joining us and for your commitment to the University.

As was mentioned a variety of times, this summer was a very busy summer. A variety of opportunities were pursued in internships, study abroad and service programs. Students studied abroad in a variety of different countries around the world, one program in particular I would like to highlight is students who spent five weeks travelling Europe studying sustainable infrastructure in cities like Copenhagen, Berlin and Heidelberg. Additionally, students performed service projects in a variety of different countries including Costa Rica, the Dominican Republic and Uganda. And one of our student organizations, Kids Uganda, sent a variety of members to do service work over there for the variety of atrocities that have been going over in the past few years in that country. And lastly, students have internships from everywhere in Oxford to all around the world as was mentioned, and it's a great opportunity to see so many of our students participating in so many different programs; and it's one of the first things we do when we all got back to class. All of our professors ask us the variety of things that we did over the summer. It's amazing to hear the companies - from the Fortune 500 all the way

down to brand new start-ups popping up all over the country and the world that students participated in.

For myself, I had a wonderful internship in a little city you might know, which is Oxford, Ohio. I spent my summer here working in the Office of Institutional Relations with Director, Randi M. Thomas, and did a variety of work, which included pursuing our new student trustee that we're trying to appoint for next year, and so we have had a variety of meetings in the state capitol on the new appointment that they'll be making next year; the five names that we will send on, as well as the trustee that we hope to be named shortly. So that's definitely on our radar, as I imagine it's on all of yours as well.

Beyond that, the beginning of the year is a very interesting time for students. We're extremely excited to welcome the class of 2018 and assimilate them into what it's like to be at Miami and that culture of Love & Honor that we all have come to respect so much, and one of the events that we do that with is our Mega Fair. Over four hundred student organizations set up tables, and this year, for the first time it actually occurred on Central Quad; it was very interesting, it was outside on a Wednesday after class. Every student organization came out and we're excited to have that opportunity and obviously with the 2020 goals of engagement and trying to get one hundred percent of student to participate in at least two experiential opportunities, including those student organizations, we were very excited to see such great attendance and heard great feedback from our new students as well as those participating student organizations.

As President Hodge mentioned Career Fair was this past Wednesday and it was amazing to see the companies coming in. I got a variety of comments from friends who had graduated previously, who then came back. And it's wonderful to see the cycle of alumni who really care; even our most recent alumni who graduated just in May, coming back and trying to recruit students and provide them opportunities at the companies they work for. So it's very interesting to see as we move a new class in and try to set them up for success at Miami we're also preparing our graduates for the future and hopefully providing them with opportunities that will allow them to respect their time that they've had at the University.

In terms of Associate Student Government, I'd like to talk about a variety of events going on that we've had this year. First was our retreat that occurs each year. We revamped it this year with a lot of goal-setting and team building activities, which I was very happy to see. I am very excited to see a cohesive cabinet that's working together very well. We're very much pushing the mission of "you're a cabinet member first and your position second", so we're seeing groups work together on a variety of different issues that I'll talk about shortly and we're very excited for a wonderful year. One of the challenges of the position I'm in is that you're only in the position for twelve months and you have to do with it what you can and so we plan on maximizing all the people we have, all the resources we have in that time and trying to get as much done as possible. But we also have an eye on the future, so it's important that though we pursue activities and opportunities this year, we all have a graduation date and that's got to be in mind for all of us; so we're trying to make sure that we set it up with a very successful initiative that we'll pursue. I'm excited to say we've just convened our Student Senate for their second

meeting this week and we have a variety of very ambitious, very excited, very wide-eyed first years who are excited to contribute to the conversation around the University.

The other thing I'd like to mention is our funding process. One of the main initiatives of Associated Student Government is to provide funding to our over four hundred student organizations as well as club sports and Miami Activities and Programming, our largest programming entity on campus. I'm proud to say that this past Wednesday, we funded all of those organizations and club sports for about five hundred thousand dollars, so it's very exciting and we're looking forward to some very great programming going on this year. I would like to also commend our funding committee as well as their chair, our VP for Student Organizations, Nathan Lombardi on their fantastic work. They sat in our office from Tuesday through Sunday for probably about twelve hours a day, seeing about 220 funding requests; they worked very hard and they were very diligent in their work.

In terms of a few initiatives that we'll be pursuing this year; this is just a few things we're pursuing on our larger agenda. One of the major concerns and issues that we are looking at is student employment. Recently based off of the Affordable Care Act Regulations, the University has set a cap on student employees of twenty two hours that they can work on-campus each week. And we understand that we have to comply with the regulations but we're hoping to provide as many opportunities to these students as possible. For a lot of students, the jobs they receive on campus are not necessarily about the money, but the academic experience. Students who serve as undergraduate associates, SI's within certain hard science classes, Howe Writing Center tutors and peers, Career Services peer advisors as well as Resident Assistants---some amazing jobs that not only provide a paycheck for students in need, but also provide them with amazing academic opportunities that expand what they're learning in the classroom and allow them to put that on their resume to get one of those great jobs with those employers we had visit us on Wednesday. So that's definitely an issue that we're looking at and we're hoping to expand these opportunities for students.

Additionally, I'd like to mention an initiative that my Vice President, Natalie Bata, is taking on very heavily. Today the White House launched a campaign called "It's on us" to prevent sexual assault on college campuses. This past Tuesday, Natalie as well as a variety of members from Associated Student Government and other student organizations concerned with sexual assault on campuses, were on a conference call with over eight hundred college and university students as well as the White House. The First Lady's Chief of Staff and the White House Director of Youth Outreach convened this phone call and they're launching this campaign today for students to really take it on themselves to understand that it's on every single one of us to prevent these issues on college campuses and that's something that we are looking at very heavily. There will be a variety of initiatives that we put forward; videos, social media campaigns and we're very excited to take this issue head-on at Miami and hopefully contribute to the greater discussion going on nationwide.

Obliviously, alcohol is a continued focus of the university and our conversation around alcohol, we're proud to say, in conjunction with Student Affairs, that students will be participating in the Alcohol Taskforce that's been convened and one of our members of cabinet has contributed to this conversation very much. Additionally some of our staff members in

student affairs had dinner with an alcohol consultant who came onto campus to talk about our alcohol culture and we're very much excited to be part of that conversation.

Finally, as was already mentioned, advising is a key priority of the university this year. One big issue for Associate Student Government that we will be looking at and that we feel will be very beneficial, is the role of peers in helping determine and provide academic success. We think the best thing for students is to have a safety net that includes faculty and staff, as well as, other students and in terms of retention we feel it's very helpful when you know that other students are supporting you in your Miami journey. So we'll be looking at that very heavily during the next year.

That is all I have to report on; there are a variety of other initiatives that we will be pursuing this year. And as always, if you have any questions for us, we are here whenever you need us and we look forward to the conversation going forward.

Academic and Student Affairs Committee

Report of the Committee Chair

Committee Chair Bob Shroder reported the following:

The Academic and Student Affairs Committee met yesterday at King Library. The committee considered four resolutions at the meeting: changes to the regulations; conferral of degrees; award of an honorary degree and the appointment of Michael Curme as Dean of Students. All four resolutions were endorsed by the committee and are recommended for approval by the Board today.

The Committee did receive beginning of the academic year reports from the student leaders, and the University Senate. A major focus of the student leaders this year will be academic advising and the implementation of the Enrollment Management and Success one-stop-shop and the Committee will be following the progress in these areas throughout the upcoming year. The committee also received updates from Vice Presidents Brownell, Kabbaz and Provost Gorman which highlighted upcoming themes and initiatives for the year.

The University Senate took action on a recommendation of an honorary degree to Dr. George Archibald, the founder of the International Crane Foundation. With Dr. Archibald's renowned conservationist work and the special regard in which cranes are held by the Miami Tribe, the committee voted unanimously to recommend approval of this honorary degree.

Most of yesterday's meeting was devoted to the very important topic of diversity. The committee received a presentation from Gerald Yearwood, Sr. Administrative Director of the Office of Diversity Affairs. Mr. Yearwood provided the history and background of the office and he shared with us his current programs and initiatives. Amongst the many current programs are mentoring initiatives, immersion experiences, safe zone training, outreach to international students, support for students with alternative lifestyles and an embracement of the I am Miami

program. The office works to promote inclusion, and to encourage students to exit their comfort zones and to interact and connect.

The committee also received a presentation from Dr. Ronald Scott, Associate Vice President for Institutional Diversity. Dr. Scott informed the committee of his role in working with all areas of the University. He focused on the Miami 2020 Foundation Goal number two, with its value in bringing all units of the campus to focus on achieving its objective of diversity. He highlighted two tangible signs of Miami's commitment: the location of the Cultural Center in the very middle of the Armstrong Student Center and the words of the code of love and honor filling the wall in the Shade Family Room. Dr. Scott reminded the committee of the progress made over the past several years and that he appreciates the Board and the University leadership's support and commitment to this important goal and in helping Miami make continued forward progress in this very important area.

The committee received enrollment updates from Vice President Kabbaz and Admission Director, Susan Schauer, and Dean Mike Pratt. Ms. Schauer highlighted the profile of the entering class with an increased ACT average and an enrollment which exceeded the 3,600 student target. Dean Pratt provided a presentation similar to what you saw today and the committee is looking forward to following the progress and better meeting the needs of the regional students and the local communities.

The committee also received an update on a recent initiative with our libraries; as more and more information is available electronically. We also toured the special collection exhibit, and the newly opened Office of Research for Undergraduate Center in King Library, where we were fortunate enough to attend its ribbon cutting. The Center is a wonderful addition to the campus and an outstanding example of what makes Miami the top public university in the nation for undergraduate education. Thank you and this concludes my report.

Resolutions

Affirmation of Appointment, Dr. Michael Curme and Dean of Students

Dr. Jayne Brownell, Vice President for Student Affairs, spoke in support of the resolution. Commenting upon Dr. Curme's proven performance as interim Dean of Students, and strongly recommending his affirmation to the position.

Trustee Shroder then moved, Trustee Bhati seconded, and by voice vote the resolution was unanimously adopted.

RESOLUTION R2015-05

BE IT RESOLVED: that the Board of Trustees hereby affirms the appointment of

Michael A. Curme as Dean of Students
effective July 1, 2014

Award of Honorary Degree

Interim Provost Raymond Gordon spoke in support of the resolution. He commented on Dr. Archibald's exceptional reputation and the high degree of renown in which he is held globally, within this field.

Trustee Ridenour then moved, Trustee Budig seconded, and by voice vote the resolution was unanimously adopted.

RESOLUTION R2015-06

BE IT RESOLVED: that the Board of Trustees hereby approves the awarding of an honorary degree of Doctor of Science (Sc.D.) to:

Dr. George Archibald

Dr. George Archibald, internationally-known conservationist and a founder of the International Crane Foundation has positively and significantly enhanced the sustainability of many crane species, likely preventing the extinction of the Whooping Crane. Miami University holds a unique and special interest in Dr. Archibald's laudable efforts, as cranes are a culturally significant aspect of the Myaamia culture. The Sandhill Crane, cecaahkwa, is the contemporary symbol of the tribal nation, and its significance is preserved in the Miami Tribe's seal. The award of this degree celebrates and recognizes the great importance and substantial impact of Dr. Archibald's life-long work.

Finance and Audit Committee

Report of the Committee Chair

Committee Chair Mark Ridenour reported the following:

The Finance and Audit Committee met yesterday in 104 Roudebush Hall. The Committee considered three resolutions and received several reports about university finances and facilities. All three resolutions were endorsed by the Committee and are recommended for approval by the Board of Trustees later in this meeting. Vice President Creamer will describe the two resolutions specific to the Committee as they are introduced.

Much of yesterday's meeting was devoted to a discussion of university finances and investments. While finance is the most frequent discussion item at committee meetings, yesterday was unique in that the committee devoted significant time to a comprehensive look at university finances instead of focusing in greater depth on one or more finance topics.

The close of a fiscal year is an excellent time to have such a discussion. The Committee examined last year's performance in regard to the goals that have been set as part of the long-term financial plan developed by the administration and the committee. I am pleased to report that the performance for the recently completed fiscal year further affirms that Miami University

continues to not only meet its financial targets but generally exceed them.

This success is important not from a financial measurement perspective but from what these outcomes will allow the University to accomplish going forward. As previous Chairman Armstrong reported at the June meeting, the current year's budget and university budgets for the next few years are expected to be financially challenging. Yet, our planning calls for a significant increase in university-funded, first time student scholarships totaling almost \$20 million more per year by the end of the plan. In addition to this increase in scholarship spending, David Creamer and Michael Kabbaz announced at yesterday's meeting that beginning in the fall of 2015, an additional \$1,000,000 in student scholarships will be awarded annually. This will grow to an additional \$3.7 million per year over the course of the next four years. Vice President Creamer also informed the committee that over \$800,000 is being added to the new Enrollment Management Division to assist with the University's one-stop initiative and in support of student success initiatives. Again, these new investments in our students are possible as a result of the improved financial performance of the University.

During the past year, the Finance and Audit Committee also spent considerable time examining the adequacy of the University's re-investment in its facilities. Additional investments in residence and dining facilities are obvious as you walk across campus. These investments are addressing the large deferred maintenance problem the University faced just five years ago for these facilities. But the decline in state capital appropriations for educational and general facilities is in the early stages of creating similar deferred maintenance and modernization issues for the University's educational and general buildings. This year's budget partially addressed this issue for classrooms and labs as \$2.5 million was added permanently to the budget for improvements in these essential facilities. Since these funds must be matched by the academic division whose projects are selected for funding, the total annual investment from this new initiative is \$5 million per year.

Even with this increased spending, the annual spending on these buildings, given the current level of capital appropriation from the State of Ohio, falls below the annual investment necessary to sustain these facilities into the future. As a part of the committee's deliberations yesterday, an additional \$8.5 million in one-time spending was authorized for future capital improvements. This additional investment will better assure us that what occurred for the residence halls will not occur for other university buildings.

Finally, one of the most critical investments for a university is its investment in its faculty and staff. As a result of continued improvement in the University's financial performance, Miami is better able to offer improved compensation for its employees which is extremely important to retaining its faculty and staff in today's very competitive market for talent. The current year's budget is a great example of how these issues are linked. In most years when the University had to absorb a state budget cut of about 7% and a tuition increase that was fully committed to additional student scholarships, salary increases would have been impractical. Instead, a 2.5% increase, along with an additional allocation for associate and full professors, was awarded to employees this year. The ability to achieve this important investment in our faculty and staff is the direct result of the continued efforts by our faculty and staff to generate new sources of revenue and control unnecessary growth in university expenses. This was

especially true for the health care benefit where new initiatives that are focusing on wellness and improving choices about medical services are slowing the growth rate in these costs and better ensuring that the University will continue to offer an affordable, high quality benefit in the future. The added benefit of the slower growth in the cost of the health benefit is that it has also led to a smaller employee contribution towards these costs than was originally planned for this January.

While much of the committee's review of finances yesterday was quite positive, there are some continuing challenges that were discussed. The committee had several conversations last year about the troubling trend in regional campus enrollments. Unfortunately, these patterns fully materialized this fall with a significant drop in enrollment for the Hamilton campus. The committee received a preliminary report on this issue and will discuss this in more depth at the December meeting.

Vice President Creamer also updated the committee on the financial statement impact for the change in financial reporting for retirement benefits. Beginning next year, the University's financial statements will have to incorporate its share of the state retirement systems' unfunded liability. This will result in an additional liability being placed on the University's financial statements of approximately \$296 million which will eliminate the overwhelming majority of the university's unrestricted net assets. Dr. Creamer also informed the committee that the Governmental Accounting Standards Board is now considering whether this new liability should include the unfunded health care benefit which would add another \$55 million to Miami's liability. While this will negatively affect the University's financial position next year, the improved financial performance that occurred for FY 2014 makes this much more manageable.

Madam Chair, my first meeting as chair of the committee was meaningful and challenging. I am looking forward to working with a great committee as we look to maintain the standard of performance that Trustee Armstrong established for the committee. This concludes my report.

Ordinances and Resolutions

Lane Library

Dr. Creamer spoke in support of the resolution, commenting that in the 1970's the University played a very important role in bringing a public library to the City of Oxford by providing the site where the building exists today. In an effort to ensure that that library would remain in Oxford, a reversionary interest was a part of that agreement; should the library no longer continue to be operated there, the land and any structures on that site would return to the university. One of the things that wasn't contemplated is that there might be a new site for a library and Lane Library is currently building a site that will be leased at another location here in the City of Oxford. In an effort to maintain the interest that the university had in the original agreement, we would allow the proceeds of the current site's sale to remain in benefit of the Lane Public Library. We reached an understanding with them that would have those proceeds placed in our foundation and the earnings, spinning off of those proceeds annually, go to the benefit of the library. However, should the library no longer continue to operate in the City of

Oxford that endowment would return to the university to be used at the discretion of the Board of Trustees. So I think it's a very good compromise that hopefully the Board will approve today.

Trustee Bhati then moved, Trustee Ridenour seconded, and by voice vote the resolution was unanimously adopted.

RESOLUTION R2015-07

WHEREAS, The Lane Public Library intends to construct a new physical facility to house the Oxford Branch of The Lane Public Library on Locust Street at the site of the former Wal-Mart; and

WHEREAS, the Board of Trustees of The Lane Public Library desires to sell the property which currently houses the Oxford Branch of The Lane Public Library located at 15 S. College Avenue; and

WHEREAS, Miami University owns a reversionary interest in the property located at 15 S. College Avenue (Lots 124 & 125 in the City of Oxford); and

WHEREAS, the Board of Trustees of Miami University desires to relinquish its reversionary interest and consent to the sale of the property located at 15 S. College Avenue by the Board of Trustees of The Lane Public Library upon certain agreed upon terms and conditions;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the President and Vice President for Finance and Business Services to negotiate and execute, along with any other necessary documents, an agreement with The Lane Public Library to relinquish the University's reversionary interest in the property located at 15 S. College Avenue on such terms and conditions as may they deem appropriate;

BE IT FURTHER RESOLVED: any such agreement shall require the proceeds of the sale to be used to establish an endowed fund for support of the Oxford Branch of The Lane Public Library with such fund to be invested with the University's endowment in the Miami University Foundation in accordance with the Pooled Investment Agreement. Said agreement shall require an annual expendable distribution in accordance with the University's spending policy to be first used to support the Oxford Branch of The Lane Public Library. The University's obligations under the agreement shall be contingent upon The Lane Public Library maintaining a physical facility to house the Oxford Branch of The Lane Public Library in the City of Oxford. In the event, The Lane Public Library ceases to maintain a physical facility housing the Oxford Branch of The Lane Public Library in the City of Oxford, the agreement shall provide for the endowed fund to revert to Miami University for the sole and exclusive benefit of Miami University.

Shideler Hall Renovation

Dr. Creamer spoke in support of the resolution, commenting this particular project was largely funded through a state appropriation earlier this year. Shideler Hall was a facility that was about 60 years old. It's home to Geology and Geography and the spaces in the facility; the labs and other things have obviously shown their age over that 60 years. The project will be further funded locally with about \$4 million; \$2 million of that coming from central funds, and \$2 million from Arts and Science. The good news is that besides providing a wonderful new teaching and research space for those departments; this is at one of the gateways to the campus and I think based on the drawings that you saw yesterday, it will be a much improved gateway for the university when it's completed.

Trustee Wilson then moved, Trustee Budig seconded, and by voice vote the resolution was unanimously adopted.

RESOLUTION R2015-08

WHEREAS, the Shideler Hall Renovation project involves the installation of complete new mechanical, electrical, data, plumbing, life safety systems, new accessible restrooms, code compliance improvements and other ADA upgrades, and improvements to the exterior building envelope; and

WHEREAS, Miami University has identified state and local funds in the amount of \$25,000,000 for the Shideler Hall Renovation project; and

WHEREAS, the \$25,000,000 budget includes a cost of work estimate of approximately \$20,000,000; and

WHEREAS, the receipt of Guaranteed Maximum Price is planned for October 2014; and

WHEREAS, the Board of Trustees desires to award a contract to the most responsive and responsible Construction Manager at Risk;

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 Shideler Hall Renovation project with a total project budget not to exceed \$25,000,000.

**Executive Summary for the
Shideler Hall Renovation
September 19, 2014**

The complete renovation of Shideler Hall for Geology and Geography will include hazardous material abatement, replacement of HVAC, plumbing, electric, technology and fire suppression systems with state-of-the-art energy efficient systems; reconfiguration of classrooms, laboratories, department and staff offices is planned, including a highly interactive GIS studio. Upgraded finishes will include casework, flooring, lighting, and ceilings. The work will improve circulation, functionality, egress and ADA accessibility. Exterior improvements include brick tuck pointing, foundation water proofing, drainage, roofing and window replacements.

Funding for this project will be a combination of state and local funds:

State	\$21,000,000	from FY'15-16 HB 497
Local	\$2,000,000	from FY 2014 operating budget
Local	\$2,000,000	from Arts & Science carry forward

<u>Project component:</u>	<u>Budget:</u>	<u>Funding Source:</u>
Est. Consulting Services:	\$2,225,000	Local & State Funds
Est. Cost of Work:	\$20,000,000	State Funds
Est. Owner's Costs (FFE, A/V, etc.):	\$1,100,000	Local Funds
Contingency:	<u>\$1,675,000</u>	Local Funds
 Total:	 \$25,000,000	

Student Trustee Report

Student Trustee Graham Bowling reported:

This summer, students were privileged to spend a few months interning or studying near Oxford, throughout the country and abroad. I have friends who worked for Fortune 500 companies and technology startups and everything in between. The summer also provides time for students to travel abroad, serve others and earn course credit. Many Miami study abroad programs establish an interdisciplinary approach and allow students from diverse majors to participate. For example, my good friend, Joel, is an engineering major who traveled to Ghana, Africa with the Architecture program. The Miami students in Ghana designed and built a community center for a small rural village.

Over the summer, it was clear to the more than 24,000 individuals following Miami University on Twitter and 16,000 Instagram followers that the university has ramped up its social media presence. Whether the post is one of President Hodge's famous "selfies" or pictures of student experiences from the summer, Miami is making significant strides to remain relevant and engaged. Studies show the younger generation of social media users including individuals currently in middle school and high school are deeply invested in Twitter and Instagram.

Miami's increased efforts to connect on these platforms is a strong gesture toward connecting with this generation and eventually becoming a top pick on their list of potential schools.

Last year, students from the Farmer School of Business worked diligently to craft the FSB Honor Code. The Honor Code is a student-driven initiative to engage the entire business school student body in the three pillars of Integrity, Respect and Responsibility. Current students are invited to sign the Honor Code and make a commitment to the three pillars. In light of serious academic misconduct from former FSB students in the last couple years, this Honor Code will serve as a positive and consistent reminder of what FSB students stand for now and into the future.

Last weekend, the Center for American and World Cultures hosted the 11th annual Unidiversity Festival at Uptown Park in Oxford. This event draws 2,000 students, faculty, staff and Oxford community members to celebrate Latin American and Caribbean culture and diversity with food, music, salsa dancing and always the favorite: llamas and alpacas. Many Miami student groups and academic departments host tables at the festival and showcase their work among all of the visitors. This event is a model for future feats of diversity.

With Career Fair this week, students sought resources and help from Career Services at Miami. Career Services is a superb, "one-stop shop" for Miami students seeking resume advice, mock interview practice, Career Fair preparation and career planning. I know many undergraduates take advantage of their "Basic Interviewing Skills" and "LinkedIn 101" workshops. Amongst seniors who have already accepted job offers, many returned to Career Fair again this year to simply connect with recruiters they have kept in touch with through the years. This indicates how well connected Miami students are with national recruiters. Each year, Career Fair becomes more and more diverse and draws a larger collection of students seeking employment and employers from various fields across the nation.

I would like to provide a quick update on our Student Trustee search. We are still waiting on the Governor's appointment and I am hoping it will come soon. Last year at this time we had two current Student Trustees and one former Student Trustee on campus. My own service was augmented by former Trustees Arianne and Lot's mentorship and I hope to have time to serve as a mentor for our new Student Trustee as well.

Thank you and I look forward to another year of serving as the Miami University Student Trustee.

Other Business

Appointment of the Nominating Committee

Chair Mitchell commented:

According to the Board of Trustees Regulations, the Chair of the Board is directed to appoint a nominating committee at the September Board meeting for the purpose of nominating a slate of officers for the next year's Board. The nominating committee is charged with

developing this slate of officers and two representatives to the Miami University Foundation Board, and presenting its recommendations to the Board at the December meeting. At the December meeting, the Board will vote on the nominations, and the new officers will take office on January first.

This year's nominating committee will be chaired by Don Crain, and the other two members of the committee will be Mike Gooden and Steve Wilson. I ask that the committee's recommendations be presented to the Board at the December 5th meeting.

Amendments to the Board Regulations

Chair Mitchell stated that Board members had reviewed the changes in depth during Committee meetings the day before, with both Committees voting to recommend approval.

Trustee Ridenour then moved, Trustee Bhati seconded, and by voice vote the resolution to amend the Regulations of the Board of Trustees was unanimously adopted.

RESOLUTION R2015-09

BE IT RESOLVED that the Board of Trustees hereby approves amendments to Articles I through VI, and Articles XI through XVI of the Regulations of the Board of Trustees of the Miami University as set forth in the changes indicated below:

The amended Regulations are provided as Attachment C.

Written Reports

Tom Herbert, Vice President for Advancement submitted a written report which is included as Attachment D.

Executive Session

With no more public business to immediately come before the Board, upon the recommendation of the Chair, Trustee Bhati moved, Trustee Ridenour seconded, and by unanimous roll call vote the Board convened to Executive Session to discuss personnel matters affecting the compensation of a public employee, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

Public Business Session

Following Executive Session, the Board reconvened to the Public Business Session to consider compensation for President David Hodge and Ambassador Valerie Hodge for the 2014-2015 Academic Year.

President David Hodge and Ambassador Valerie Hodge, Compensation, AY2015

Chair Mitchell thanked the Hodges for their continuing service to Miami and for the exceptional success and achievement of the most recent year.

Trustee Bhati then moved and Trustee Budig seconded a motion to approve resolutions setting the AY2015 salaries for President David Hodge and Miami Ambassador Valerie Hodge, and to award an annual performance bonus to President Hodge. The resolutions were approved by unanimous voice vote.

RESOLUTION R2015-10

BE IT RESOLVED: that the Board of Trustees hereby approves an Academic Year 2014-2015 salary of \$419,439 for President David Hodge, and an annual bonus payment of \$83,888, to be contributed to the Supplemental Qualified Retirement Plan (SQRP).

RESOLUTION R2015-11

BE IT RESOLVED: that the Board of Trustees hereby approves an Academic Year 2014-2015 salary of \$29,802 for Miami Ambassador Valerie Hodge.

Adjournment of Meeting

With no other business to come before the Board, the meeting was adjourned at 1:00 p.m.



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

Academic Affairs New Initiatives

Board of Trustees Meeting
September 19, 2014

Ray Gorman
Interim Provost and Executive Vice President for Academic Affairs



MIAMI UNIVERSITY

New Summer Workshops

	Total	Summer 2014	Summer 2013
Total Programs Proposed	49	24	25
Sufficient Enrollment to Operate	39	19	20
Cancelled	10	5	5
Miami Credit Bearing	34	17	17
Non-Credit	15	7	8

Credit Bearing Workshops

	Total	Summer 2014	Summer 2013
Total Programs Proposed	34	17	17
Study Abroad	17	10	7
Domestic	17	7	10

Study abroad workshops offered in all six divisions

Abroad Locations include:

- Luxembourg
- Thailand
- Japan
- Australia
- Zambia
- Turkey
- Denmark
- Israel
- England
- Germany
- Italy
- Czech Republic
- France
- Ecuador
- China

Distance Education

	Total	Summer 2014	Summer 2013
Increase in Billed Hours	5,558	3,703	1,855
Increase in Total Instructional Revenue	\$3,426,285	\$ 2,291,047	\$ 1,135,238

Summer 2013 provides an increase in online hours above summer 2012 base

Summer 2014 provides an increase in online hours above summer 2013

Total Incremental Revenue

Summer 2013

- Credit workshops: \$235,339
 - Non-credit workshops: \$316,400
 - Distance education: \$1,135,238
- \$1,686,977

Summer 2014

- Credit workshops: \$667,238
 - Non-credit workshops: \$539,945
 - Distance education: \$2,291,047
- \$3,498,230

Global Partner Summer School (non-credit)



Over 200 students and accompanying faculty participated in a five week program where they enrolled in two non-credit courses and participated in frequent cultural excursions. Students lived on the Oxford campus where they experienced the full range of campus services.

Summer 2014 revenue \$460,575

Farmer School of Business Australia Internship



Faculty led program where students spend the summer having a cultural and educational experience and earn Miami credit for business course work.

Internships include Suncorp, Nielsen, DuPont 3M Healthcare, Chubb, EuroSport and Medtronic

Summer 2014 revenue \$154,230

Junior Student Program (non-credit)



A valuable experience for high school students, in a partnership with Talawanda High School, who learn to navigate U.S. higher education and culture while enhancing their English language skills, and visit other American institutions of higher education. Students, in cohorts of 20-30, are accompanied by faculty and teachers from their home institutions, who also have an opportunity to gain cultural competencies.

Summer 2014 revenue \$67,170



Upcoming!

- Certificate Programs
- In-coming first year students
- Pilot and expansion of international e-Learning centers

Summer Orientation 2014

Introducing new students and families
to the Miami community



MIAMI UNIVERSITY

Summer Orientation

- 16 day-and-a-half sessions each June
- Collaborative planning with 60 campus & community departments
- Helps students become more Confident, Comfortable, Connected, Curious



Attendance

- Required for all first-year students
- Parent and family program
- Approximately 8,500 total orientation attendees each summer



Program Overview

- Meet faculty, staff, & peers
- Experience campus space & facilities
- Learn about curriculum & select fall courses
- Discuss transitions, involvement opportunities & student support services
- Learn about community expectations
- Set academic & co-curricular goals
- Individual advising



Collaboration - Logistics

- Armstrong Student Center
- Conference Services
- Parking & Transportation
- Alumni Affairs



Assessment

- 96% more confident in decision to attend Miami
- 99% retained to first day of fall semester
- Continued positive connections with stakeholders



Thank You



Summer Scholars Program

Michael S. Kabbaz
Vice President
Enrollment Management and Student Success



MIAMI UNIVERSITY

SUMMER SCHOLARS BACKGROUND

- Need to revamp the Junior Scholars Program
 - Six-week, for-credit experience
 - Launched in 1982
 - Declining attendance
 - Guaranteed admission
- Benchmarking of peer and aspirational schools
- Ability to earn college credit no longer important
- Increasing demand for opportunities to explore majors/professions and engage in academically-centered programming
- Goal: Expand quality, access, and diversity of summer program participants and align to Miami 2020 Plan (Goals #2 and #3)



SUMMER SCHOLARS OVERVIEW

The Summer Scholars Program provides a rich, early college experience for academically-talented rising high school juniors and seniors from across Ohio and the nation.

- Engage in challenging, immersive academic modules centered on a specific topic or area of interest learning alongside Miami's leading faculty experts.
- Reside in a "living-learning" community with other Summer Scholars Program participants and get a real preview of college life.
- Participate in seminars and workshops that explore topics and provide insight regarding the selective college admission process.
- Receive priority consideration for merit scholarships and selection University Academic Scholars Program and University Honors Program selection.

SUMMER SCHOLARS OVERVIEW

- Summer Scholars Program 2014
 - Session I: July 6 – July 18
 - Session II: July 20 – August 1
- Academic Modules
 - Offerings across all five academic divisions
 - Eight total course meetings (Monday – Thursday for two weeks)
 - Five hours of daily instruction (9 – 11:30 AM and 1:30 – 4 PM)
- Program Fee
 - \$1350 for resident and non-resident participants
 - Room, board, and all fees associated with academic modules
 - All costs associated with co-curricular activities including Kings Island, Cincinnati Reds game, and broomball tournament

19 ACADEMIC OFFERINGS

- Game of Clones: Genetic Engineering in Society (2)
- Inside State and Local Government: Leadership and Public Affairs
- Lost Cities & Civilizations: Archeology and the Ancient World
- Beginning Design: Architecture + Interior Design
- Adventures in Computing: Coding, “Making,” and Project Design
- Pathways to the Helping Professions
- The Art of Game Design
- Innovation and Social Impact Through Entrepreneurship
- Health and How to Change the World
- Media and the Millennial: Journalism in Action
- Molecular Gastronomy: The Chemistry of Food and Cooking
- Search for a Cure: The Discovery of Novel Antibiotics (2)
- The United States in Conflict: The Meaning of War in America
- Miami Art Portfolio Studio: Creating a Compelling Portfolio for College Admission and a Career in Art
- Video Gaming: 3D Character Development
- Engineering for Energy Efficiency and the Environment
- Navigating the Dynamics of Nutrition and Dietetics
- The Business of Sport: The Real World of Sports Management
- The Summer Business Academy: Explorations into the Basics of Business

MARKETING THE PROGRAM

Learning *never* takes a vacation.

Through Miami's Summer Scholars Program, you'll work with an acclaimed professor and a small cohort of talented students to investigate the subject area or issues you are passionate about. We invite you to join other high-achieving students in an exclusive opportunity that will establish you as a leader in your area of study.

MEET THE MIAMI STUDENT STAFF

Head Resident Advisors



Matt Dunn



Jaquayla Baker

Counselors



Casie Jameson



Rachel Sarachman



A'Kara Harris



Graham Arledge



Shiny Weerakoon



Amira Beasley



Erica Whaley



Erin Davis



Tori Collins



Gilberto Brito



Bianca Durant



Matt Krasula



Tyler Bewley



Julieta Tijero

SUMMER SCHOLARS OUTCOMES

- **Enrollment**
 - 254 attendees (Session I – 111; Session II – 143)
 - 66% rising high school seniors
 - 45% non-resident
 - 24 states represented
 - 61% female
- **Quality, Access, and Diversity**
 - Average ACT of 27
 - Average high school GPA of 3.92
 - Nearly 1 in 4 participants was a student of color
 - Nearly 1 in 6 participants attended on a full fee-waiver
 - Key Bank
 - M2SE
 - Miami University
 - Scioto Foundation

SUMMER SCHOLARS OUTCOMES

I would like to take my time to thank you for the opportunity to spend two amazing and informative weeks at Miami University. By spending time in class with Mrs. Balish and eating exquisite food at Armstrong, I was able to get a feel of how life will be in Miami University. The Summer Scholars Program was not only fun, but, it opened my eyes to different college opportunities with informative orientations and workshops. Without the financial aid I was given I would not have found my dream college. I would again like to thank you for this amazing opportunity in the Summer Scholars Program and hope this chance will be available for me next year. - Participating Student from California

Thank you for making my two weeks at Miami exciting and memorable. I had an amazing time getting to know the other participants and learning from the incredible professors. The counselors made me feel like family. I have fallen in love with Miami University and know I will return. - Participating Student from New York

Being in the Summer Scholars program helped me in my choice of what I want to do. Having the Molecular Gastronomy class help me realize I can do two things I love at the same time, in the same major. I was able to be in a big room full of likeminded individuals. I got a little taste of college life for the first time for two weeks, not everyone can say that. I wish it could have been longer. It was over before we realized it. All in all it was a wonderful experience, and I would do it again. It was a once in a lifetime opportunity that I will never ever forget! Thank You M²SE for choosing me as one of the six scholarships recipient's for the 2014 Miami Summer Scholars Program! And thank you Miami University for accepting me. - Participating Student from Ohio



MIAMI UNIVERSITY

QUESTIONS?



Miami Athletics Summer Camps

Number of summer campers for athletics
increased from 1,212 in 2013 to 1,841 in 2014.
Growth of 52%.



MIAMI UNIVERSITY

Athletics Camp increases

- Football increased by 328
- WBB increased by 254
- Baseball rentals brought extra 2,000 kids to campus



MIAMI ATHLETICS



Summer 2013			Summer 2014		
<u>Sport</u>	<u>Camp</u>	<u># Campers</u>	<u>Sport</u>	<u>Camp</u>	<u># Campers</u>
Baseball	Prospect I	41	Baseball	Prospect I	60
Baseball	Prospect II	36			
Field Hockey	Summer Camp	61	Field Hockey	Summer Camp	83
Football	Summer Camp I	202	Football	Summer Camp I	92
Football	Summer Camp II	177	Football	Summer Camp II	106
			Football	Summer Camp III	120
			Football	Summer Camp IV	103
			Football	Summer Camp V	121
			Football	Summer Camp VI	165
Men's Basketball	Youth Camp		Men's Basketball	Youth Camp	23
Men's Basketball	Team Camp	160	Men's Basketball	Team Camp	290
Men's Basketball	Elite Camp	74			
Soccer	Prospect I	30	Soccer	Prospect I	34
Soccer	Overnight Prospect	30	Soccer	Overnight Prospect	32
Soccer	Prospect II	81	Soccer	Prospect II	79
Softball	Team Camp	46	Softball	Team Camp	62
Softball	September Team	43			
Softball	Summer Prospect	53	Softball	Summer Prospect	51
Softball	Fundamental Skills	31			
Track & Field	Summer Camp	29	Track & Field	Summer Camp	27
Volleyball	Elite Camp	82	Volleyball	Elite Camp	103
Women's Basketball	Elite Camp	36	Women's Basketball	Elite Camp	43
			Women's Basketball	Team Camp	222
			Women's Basketball	August Elite Camp	14
			Women's Basketball	Shooting Camp	11
		<hr/>			<hr/>
		1212			1841

HDRBS Conference and Event Services

Coordinate, Collaborate, and Partner



MIAMI UNIVERSITY

Conference and Event Services

- Summer conferences
- 2014 summer = 67 groups
- Attendees = 12,650
- Spectators and parents for swim meets = 8,420



Services Provided

- Scheduling Services
- Registration
- Dining & Catering
- Housing
- Event Management



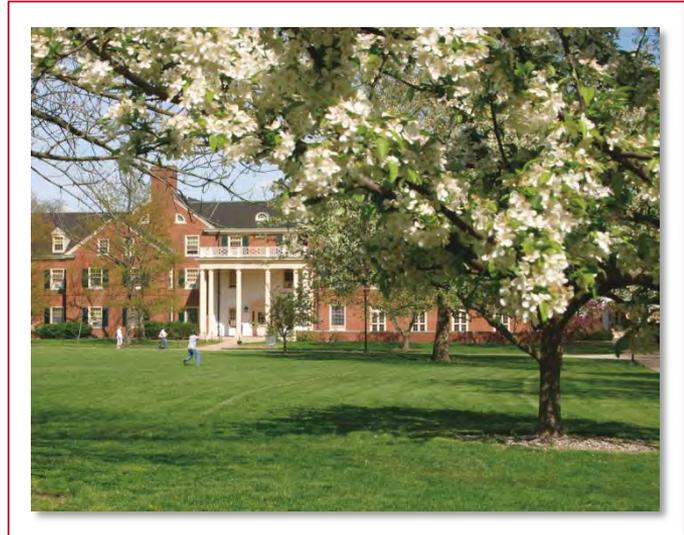
Conference Business

- New Student Orientation
- Alumni Weekend
- Academic Camps/Programs
- Hockey Schools
- Various Sports Camps
- Band Camps
- Various organizations



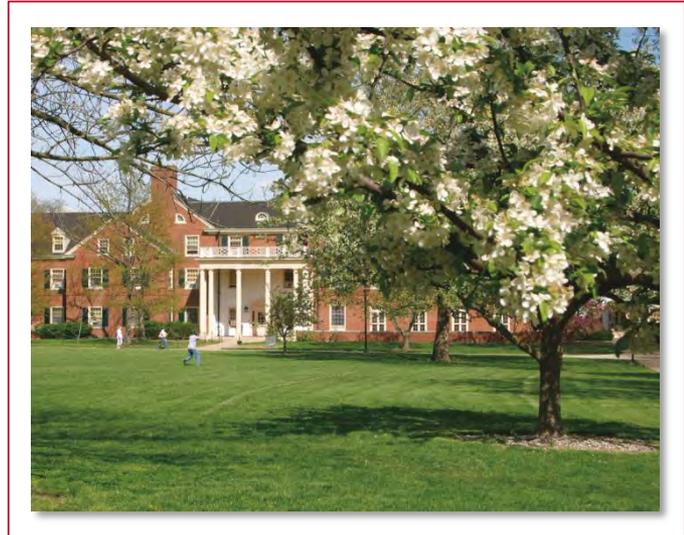
Conference Business (cont.)

- Summer Scholars
- Global Partners
- Viola da Gamba
- Beta Theta Pi 175th
Anniversary



Summer Swim Meets

- Cincinnati Aquatic Club
- Powell Crosley YMCA
- YMCA
- Junior Olympics
- Speedo Sectional
- Tri-County



Weddings at Miami - Ceremonies

- Venues include:
 - Kumler Chapel
 - Sesquicentennial Chapel
- Number of ceremonies:
 - 20
- Number of guests:
 - 3,167



Weddings at Miami - Receptions

- Venues include:
 - Marcum
 - Shriver Center
 - Armstrong Student Center
- Number of receptions: 10
- Number of guests: 935



Benefits are Many

- Brings guests, Alumni, & potential students to campus
- Utilizes our resources year-round
- Dining & Residence Hall staff are utilized for conference business



Thank You!



**Board of Regents**

University System of Ohio

John R. Kasich, Governor

John Carey, Chancellor

September 12, 2014

Dear President Hodge,

Thank you for sharing the SWOT analysis regarding the possible future direction of regional campuses. With 2016 marking the 50th anniversary of the creation of Ohio's first regional campus at Miami University Middletown, I am excited that Miami will continue its legacy of leadership and will engage the university and local communities in a process to clarify the role of regional campuses for the next 50 years.

Providing regional campuses with the flexibility and autonomy necessary to meet the area's employment needs by offering wider options of bachelor's degrees at an affordable cost to nontraditional students aligns squarely with the state's higher education priorities. I am excited to learn of Miami's intentions to explore the shift in the mission of regional campuses from a model based primarily on offering associate degrees and serving as a main campus feeder program to a model recommitted to serving the regional employment needs by offering four-year degrees aligned with those needs.

Please do not hesitate to contact my office as you explore the opportunities and the possibilities of piloting a new model for regional campuses appropriate for the challenges of the 21st century.

Sincerely,

A handwritten signature in black ink that reads "John Carey". The signature is written in a cursive style.

John Carey
Chancellor, Ohio Board of Regents

25 South Front Street
Columbus, Ohio 43215

phone 614.466.6000
fax 614.466.5866
web www.OhioHigherEd.org

Miami University
Regional Campuses' Dean's Ad Hoc Committee

SWOT Analysis of the Indiana University Intercampus Model

Introduction

Miami University leaders identified Indiana University East (IUE) in Richmond, Indiana, as a potential source of information about how Miami can best structure its regional campuses to meet student, community, and state needs in alignment with the Ohio Board of Regents' goals for regional campuses and Miami's own Board of Trustees' goals for the university as a whole.

Indiana University has seven regional locations in addition to its flagship campus in Bloomington, Indiana. IUE was established by the Indiana University Trustees and the state legislature in 1971 although its roots lie with Earlham College going back to 1946. IUE's original academic mission was to offer associate's degrees and transfer education.

In 2005, Indiana University released a report describing the process they used to perform mission differentiation among the campuses. That report reflects a mindful process of studying each of the eight locations and considering their role in the IU system, in their communities, and in the state of Indiana.

<http://www.iun.edu/~aaupnw/Archive/mdpreport%20combined%20%2004%2005%2005.pdf>

The Mission Differentiation Report identified challenges to the IU campuses, differentiated their respective missions, and detailed changes that were intended to adapt IU to its changing environment, which included, among other things, a newly formed statewide system of community colleges. In response, IUE quickly changed its mission to a baccalaureate and master's degree institution. Today, IUE has a student enrollment of approximately 4000 undergraduate students (headcount), more than 100 graduate students, over 50 degree programs, mostly at the baccalaureate level with a few graduate degrees and certificates, and is a member of the NAIA athletic conference. The average class size is 20 students, just over half of whom study full-time. They have 87 full-time faculty, and 117 part-time faculty. The campus has been separately and continuously accredited since its establishment in 1971; in fact, all eight campuses are separately accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools (the same accrediting body for Miami).

Operating as a "university within a university," the campus is led by a Chancellor, who is appointed by the President and IUBOT upon recommendation by the Executive Vice President of Regional Campus Affairs. Originally, campus chancellors reported to the President of the

University. The reporting line changed under the current President to a newly established Executive Vice President for Regional Campus Affairs, who reports to the President.

IUE has four Vice Chancellors (Academic Affairs, IT, Finance, and External Affairs) who report to the IUE Chancellor. The campus' academic affairs are organized into the following academic divisions (called Schools): Business and Economics; Continuing Studies; Education; Humanities and Social Sciences; Natural Science and Mathematics; Nursing; and Social Work. The organizational chart is available here:

<http://www.iue.edu/chancellor/documents/OrganizationalChartJuly2011.pdf>

Even though the IU regional campuses are more “autonomous” in their decision-making, they are fully Indiana University in branding and identity. Campus Chancellors are appointed by, and report to, a system Executive Vice President and President. The IU Board of Trustees is the governing authority for all campuses and a member of the IU Board of Trustees serves on each regional campus advisory board. Although a notation appears indicating where degrees are awarded (“given at”), diplomas are issued by Indiana University. Additionally, the campuses share in many university-wide services--such as the Learning Management System (LMS), employment benefits--and general academic and administrative policies. The committee learned that there has been a trend toward centralization of services in recent years. Unlike Miami, however, the campuses are often trusted to implement university policies without ubiquitous oversight.

This Report of this Ad Hoc Committee presents our analysis of the strengths, weaknesses, opportunities, and threats of the IU East and the Indiana University model; our consideration of those elements in the context of Miami University; and our recommendations for Miami University leaders.

Notes on the Report

In addition to the 2005 Mission Differentiation Report, interviews with IU officials, and what is available on the IUE website, the committee consulted IUE's 2011 reaccreditation self-study and interviewed IUE administrative officials. The self-study can be found at:

<http://www.iue.edu/about/accreditation/self-study/documents/self-study2011.pdf>

In the SWOT that follows, observations about IU East and the Indiana University system appear in Roman (regular) font. Observations about strengths, weaknesses, opportunities, and threats in the context of Miami University appear in italics.

Strengths

1. The mission of each IU campus is clearly defined with their relative roles/contributions in the system identified. The IU model of brand differentiation maintains the regional campuses identity as “IU”, regardless of mission differentiation. *The committee cautions that any model that would alter the regional campuses name to not reflect a Miami University identity would hinder the campuses, in mission, standards, enrollment, revenues, and community support.*
2. Regional IU campuses are trusted to make decisions and to apply university-wide policies.
3. IU employs an organizational structure that more clearly and explicitly outlines decision-making. *This is clearer than the current system between MU and MU regional campuses.*
4. As a result of each campus doing its own hiring and Promotion & Tenure, IU regional campus faculty are focused exclusively on regional students and they are actively engaged in regional campus curriculum and other academic governance matters.
5. IU regional campus faculty and academic leaders play a greater role in academic decision making, including curriculum and tenure/promotion.
6. IU regional campuses play a significant role in charting their future.
7. IU regional campuses are permitted to design financial, budgetary, and administrative models and policies in a manner that best fits their needs and missions.
8. The use of a common course inventory for all IU campuses keeps all courses “IU” courses.

Weaknesses

1. There has been an increasing centralization of some IU services in recent years, detracting from the relative autonomy of the regional campuses. *Further university-wide centralization of services and policies, as opposed to the regionalization of the regional campuses (which the committee believes should continue) could have a detrimental impact to the growth of some regional programs.*
2. The regional IU campuses have little input in fees charged for central services.
3. Regional faculty have little in the way of formal connection with departments in Bloomington or other campuses. *As applied to Miami's regional campuses, some regional campuses faculty will oppose disconnecting from Oxford departments and possibly weaken support for scholarship, especially in the sciences.*

Opportunities

1. IU's campuses are geographically distant. *The geographic proximity of Miami's campuses is both a challenge and strength. Miami's regional impact is strengthened by having two robust*

campuses and two learning centers. The close proximity of Miami's campuses and centers is different than the IU system. This will require that some aspects of the IU model be adapted to fit Miami's needs.

2. The IU model offers their regional campuses the opportunity to better serve the region through greater flexibility in degree offerings, administrative operations, and a faculty and administrative staff that is more mission focused *than exists presently at Miami's regional campuses.*

3. The IU model offers the opportunity to maximize the number of degrees conferred across a large geographic area and across socio-economic strata. *While an associate's degree may have been a sufficient level of educational attainment in the 1960's, the realities of the 21st century and the pressures from the state legislature demand educated citizens who hold bachelor's degrees. As a state, Ohio ranks 44th in the nation for the number of residents over 25 holding a four-year degree. In Middletown, only 15.1% of the population hold bachelor degrees and in Hamilton only 14.4%. If the regional campuses are to succeed in serving the needs of the citizens in their service areas, we must be allowed to offer bachelor degrees, and select professional master's degrees, in traditional disciplines as well as develop degrees that reflect a 21st-century education and meet community needs. The demonstrated need for additional bachelor's and master's educated people in the region is an opportunity for Miami's regional campuses.*

Threats

1. IUE's financial health is threatened by Ivy Tech Community College's increasing presence and by the decreasing number of high school graduates in its service region.

Conclusions and Recommendations

The IU organizational model has merit but will need to be customized to Miami University's circumstances. The close geographic proximity of Miami's campuses to one another distinguishes Miami from IU. In many other regards, however, the Universities are similar. Most significantly, IU Bloomington and, to a lesser extent, IUPUI have a more selective and traditional mission than IU's open access regional campuses. Other similarities exist, such as the evolution of IU's regional campuses from transfer and associate degree granting institutions to bachelor's and master's institutions.

The committee recognizes that "brand confusion" is an institutional concern at Miami University that strains intercampus relationships and hinders the regional campuses, both academically and financially. The recommendations that follow have been crafted to address brand concern while establishing an organizational model that will give the regional campuses the authority they require to be successful. Many of the recommendations must occur through board of trustee's mandate, lest they may not be possible or sustainable. To quote one IU regional campus leader, "This must be a revolution, not an evolution."

The committee recommends the adoption of an intercampus organizational model similar to IU's, with the following specific recommendations and variations:

1. **Remain Miami** in identity, core academics, and branding.

a. **Establish a differentiated brand** for the regional campuses that identifies the campuses as Miami while distinguishing them from from the Oxford Campus, e.g. *Miami University Regionals* or *Miami University Southwest*.

b. Issue **Miami University diplomas with either the regional academic college identified, or as it is done at IU, a “given at city/regional brand” notation** at the bottom.

c. Employ the **Miami Plan for Liberal Education** for all Miami University students seeking bachelor degrees. To facilitate University-wide support and standards, the regional campuses would be expected to appoint faculty to teach Miami Plan (MP) courses who possess the credentials required by the appropriate Oxford departments. This would require vetting through said departments. Additionally, the regional campuses should use syllabi for MP courses that are approved by the appropriate Oxford departments/LEC. Because the MP would be a University-wide curriculum, the regional campuses should have representation on the MU Liberal Education Council.

d. **Aggressively market the differentiated regional campus brand** within the region and in the case of online programs, beyond.

2. The regional campuses remain true to their historic **open access and opportunity mission** and focus on serving the needs of their communities and those in their service area.

The regional campuses of Miami University were established in the 1960's to *ensure accessible and affordable access to a high quality liberal education* for those citizens who were geographically place-bound and who faced socio-economic challenges. Today in the 21st century, we still deliver accessible and affordable liberal education with the same tradition of Miami excellence to our region's residents, many who are first-generation college students and who are still diverse, geographically place-bound, and facing economic challenges that prohibit them living and participating fully in a more traditional, residential university setting.

3. Because of the geographic proximity of the regional locations, the regional campuses must **act as one unit** to avoid competition, to better serve students, and to maximize faculty, staff, and physical resources. Therefore, the regionalization process should continue, bringing the Hamilton, Middletown, VOALC, and Greentree locations closer together, administratively and academically.

4. **Organize the regional campuses within Miami University in manner similar to Indiana University's regional campuses**, including:

a. By MUBOT resolution, *define and endorse the mission* of the regional campuses.

- b. By MUBOT resolution, *specify lines of decision making* for both academic and administrative matters, where the regional campuses will use University-wide services, and define a process (that involves the regional campuses) that will be used to determine how charges for University-wide services will be determined.
- c. By MUBOT resolution, *restructure the regional campuses as a separately accredited (by the Higher Learning Commission) division/subsidiary unit of the University*. The committee is not recommending that the regional campuses remain a division of academic affairs, which is true of the College of Professional Studies and Applied Sciences. Instead, the campuses, acting as one, should become a subsidiary unit of the University with a vice presidential level executive (e.g. chancellor, vice president) and appropriate regional campus divisions led by vice chancellors/associate vice presidents, e.g. academic affairs, business affairs, student affairs, advancement and development, information technology. Furthermore, the regional campuses academic affairs division should be structured to include two or more colleges (schools in IU parlance), led by deans, including the College of Professional Studies and Applied Sciences, to give all regional campus faculty and regional campuses degree programs an appropriate disciplinary home. Abolish the regional campus coordinators in favor of appropriate disciplinary departments. Where necessary, combine related disciplines into one department as has been done in the coordinators.
- d. Formally appoint a member of MUBOT to serve on a regional campus Citizens Advisory Board.
- e. Establish a *regional campus counterpart to the MU Senate* (e.g. regional campus senate or assembly) and other academic structures to review curriculum and degree program proposals. *Change the approval process for new courses and degree programs* that originate at the regional campuses to follow this path: regional campus department, regional campus college, regional campus senate/assembly, regional campus executive, MU Provost, MU President, and MUBOT.
- f. *Revise the promotion and tenure process* so recommendations advance from the regional campuses to the MU Provost, MU President, and MUBOT.
- g. Appoint all regional faculty into regional campuses departments and colleges (or just into schools, as is true at IUE). The committee recommends consideration of some form of Oxford department status for faculty who are members of a counterpart regional department.
- h. Trust the regional campuses to implement university-wide administrative policies.
- i. For efficiency and fairness, *centralize select services and policies* such as employment benefits and IT operating systems (Student Information System (Banner), Financial Systems, LMS, OhioLink). Involve the regional campuses in the fee setting for such systems. It is cautioned, however, that the choice of services to centralize should be carefully considered. For example, the regional campuses have been leaders and

innovators in the area of online education within the institution, and centralization of online education policies and technologies could slow the ability of the regional campuses to respond quickly to the online educational needs of their communities.

j. Require Regional campus input (at meetings or as representatives on committees) whenever any policy or change in practice that will impact the Regional campuses is considered. For example, to facilitate intercampus collaboration and communication, involve Regional campus deans in the University Council of Academic Deans.

k. Where physical facilities (e.g. science labs) or other resources at the Regionals are inadequate, *negotiate the continued use of Oxford Campus resources while building capacity* at the regional campuses.

5. Authorize the regional campuses to **expand degree offerings** to include associate's and bachelor's degrees that satisfy the needs of students in the region (including degrees that may be similar to those offered in Oxford, provided a different population of students is being served) and master's degrees that do not duplicate those offered by the Oxford Campus.

6. **Enable the regional campuses to act swiftly in marketing**, using its differentiated brand. The committee recommends the IU model, where the regional campuses would submit annual marketing plans (developed within the MU branding and marketing guidelines) to University officials for review and thereafter, the regional campuses would be free to market their programs under the regional campus brand.

7. **Establish a strategic plan** for the regional campuses, following any change in organizational structure, involving all stakeholders (faculty, staff, students, leaders, community representatives), to be approved by the President and MUBOT.

Respectfully submitted on 8/25/14 by

Tammy Allen
Alan Cady
Daniel E. Hall (chair)
Kelli Lyon Johnson
Ted Light



MIAMI UNIVERSITY

*Exploring an Alternative Model
— The Ad Hoc Committee Report*

Presented to the Board of Trustees, September 18, 2014
by G. Michael Pratt, Ph.D, Associate Provost and Dean, CSPAS.

Complementary but Distinct in Mission

**Miami University has two campuses –
The regional campuses and the Oxford campus,
which are complementary but distinct in
addressing the mission of our University.**

**President David Hodge,
September 3, 2014**



Ad Hoc Committee Report Timeline

Date	Action
Early June	Provost Gempesaw indicated regional campus Dean should explore the Indiana University/IU-East model
June 24	Committee created for SWOT Analysis
Late June/ Late August	Gathering information
Aug. 18	Draft report submitted to regional campus Dean's review
Aug. 26	Final report submitted to regional campus Dean
Sept 9	Report distributed to regional campus faculty and staff
Sept 9	President sends report to Chancellor Carey
Sept 16	All campus meetings, MUM & MUH

Historical Perspective

1966: Miami leads Ohio in developing regional campuses

- Opportunities for students bound by place, circumstances or economics
- Lower division courses, students expected to complete in Oxford

1970s: MUM and MUH offer Associate degrees (eventually 9)

2008: Chancellor and OBOR encourage 4-Year programs

- BIS and CJ are created on the regional campuses

2013: College of Professional Studies & Applied Sciences

- Division structure gives academic governance to regional campuses
- BTE, CIT, ENT, IS and JCS and NSG departments in CPSAS
- Degree building is streamlined but not autonomous



MIAMI UNIVERSITY

Currently

Regional campuses offer 8 Associate degrees

- Competing community colleges offer hundreds

Regional campuses offer 7 Bachelor's degrees

- Still among the fewest for Ohio Regional campuses

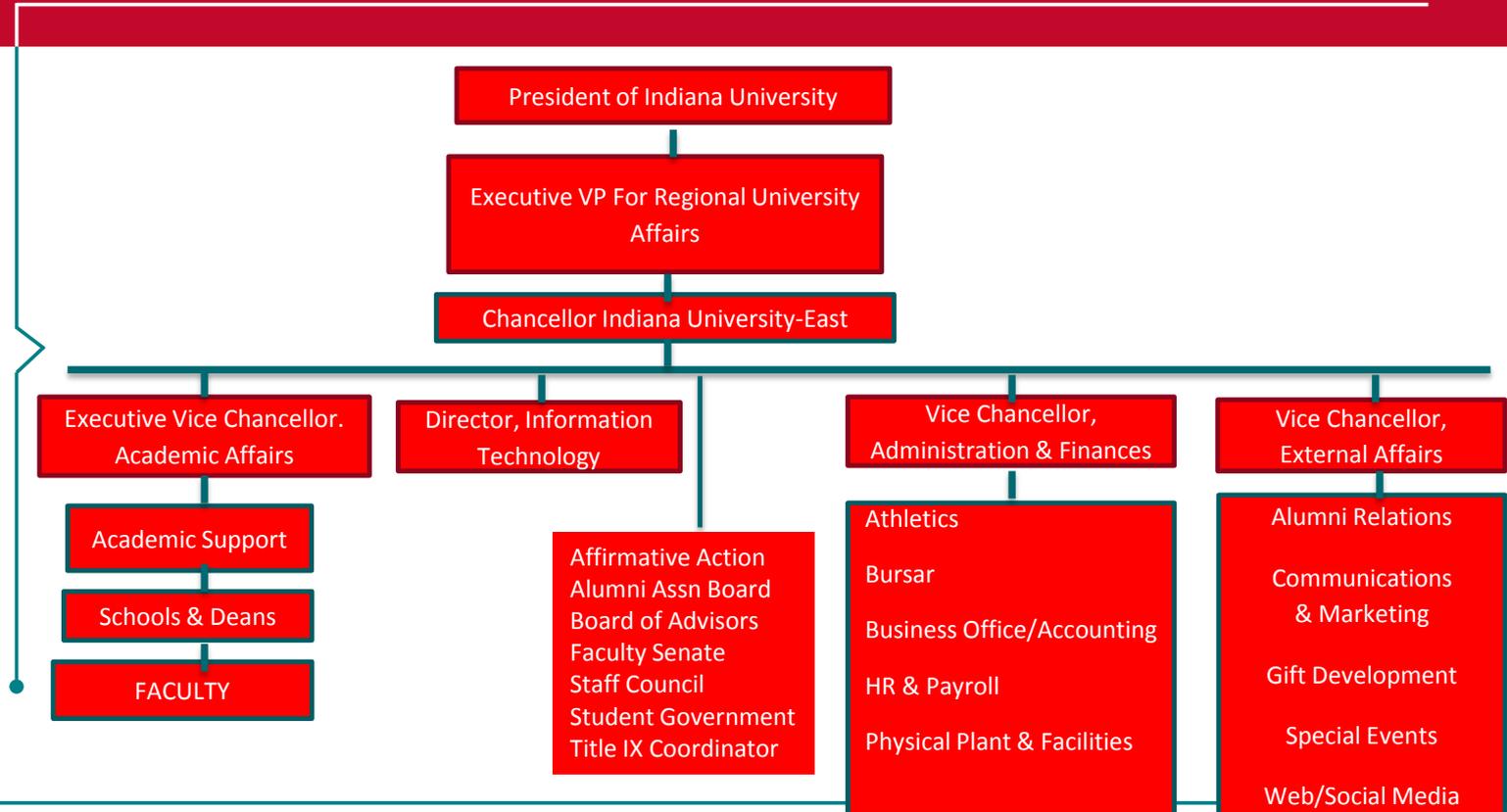
Over 50 percent of regional campus students have declared majors in Oxford-based degree programs

Regional campus students represent significant percentages of some Oxford majors



MIAMI UNIVERSITY

Indiana University-East Model



Strengths and Opportunities

- The regional campuses remain part of Miami University with the same academic catalog, general education curriculum (GMP), general University policies and procedures, HR, institutional software (Banner, LMS), the Miami Foundation and other current connections
- Autonomy (below the President and BOT) for academic programs, shared governance, hiring promotion and tenure, academic and campus support
- Greater flexibility in developing degrees and programs that meet the needs of students and the communities served



MIAMI UNIVERSITY

Weaknesses or Issues to be Resolved

- Charting the flow of future students between the two campuses
- The relationship of newly hired faculty to research, academic support and disciplinary colleagues on the Oxford campus
- Developing new degree programs which meet current student desires for traditional University disciplines
- Maintaining enrollment during a transition period



MIAMI UNIVERSITY

What is Next?

- While not a perfect fit, the IU-East model has the potential, if modified, to expand the role for the regional campuses in serving our students, our community, and our particular part of Miami's mission
- Exploring and implementing a new model for regional campuses operations might return MU to leadership in regional campus operations
- Expansion of new 4-year degree programs in the regional campus environment better addresses goals of the Chancellor and OBOR to increase the level of education in Ohio



MIAMI UNIVERSITY

Questions?

Thank you for your time and attention





BOARD OF TRUSTEES

ROUDEBUSH HALL ROOM 212
OXFORD, OHIO 45056
(513) 529-6225
(513) 529-3911 FAX

REGULATIONS
of
THE BOARD OF
TRUSTEES
of
THE MIAMI UNIVERSITY

Revised September 2014

PREAMBLE

Miami University enjoys an invaluable heritage of high scholastic standards and a reputation for the development of the whole person as a contributing member of society. To maintain these assets, an environment must be provided where individuals are not exempt from the consequences of their own actions or inactions, but where at the same time maximum freedom of scholastic inquiry and action is assured.

In developing Regulations for Miami University, the Board of Trustees has kept in mind its dual responsibility to represent the citizens of the State of Ohio and to promote the best interest of the academic community.

While the Board of Trustees, in keeping with its responsibilities, reserves the right of final approval, it will seek the viewpoints of all interested parties in the exercise of this right.

Miami University Values Statement

Miami University is a scholarly community whose members believe that a liberal education is grounded in qualities of character as well as of intellect. We respect the dignity of other persons, the rights and property of others, and the right of others to hold and express disparate beliefs. We believe in honesty, integrity, and the importance of moral conduct. We defend the freedom of inquiry that is the heart of learning and combine that freedom with the exercise of judgment and the acceptance of personal responsibility.

Adopted by the Miami University Board of Trustees on February 8, 2002.

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**REGULATIONS
of
THE BOARD OF TRUSTEES
of
THE MIAMI UNIVERSITY**

ARTICLE I: MEMBERS OF THE BOARD OF TRUSTEES, THEIR POWERS, AND NATIONAL TRUSTEES

Section 1. Number of Members; Appointments; Vacancies.

The Board of Trustees of Miami University shall, as provided by Section 3339.01 of the Ohio Revised Code, consist of nine voting members and two students who shall be non-voting members, all of whom shall be appointed by the Governor with the advice and consent of the Senate. The term of office of the nine voting members shall be nine years as set forth in Section 3339.01 of the Ohio Revised Code. The term of office of the non-voting student members shall be two years, with the seats being vacated on alternating years.

As specified in §3339.01 Ohio Revised Code, a member shall continue in office subsequent to the expiration date of his/her term until a successor is appointed or until a period of sixty (60) days has elapsed, whichever occurs first.

The nomination process of candidates for the non-voting student seats on the Board of Trustees, which shall be interpreted to include the necessity to fill a seat which becomes vacant prior to the expiration of the non-voting member's term, shall be in accordance with "Article V, Section 5, Elections, Nominations, and Qualifications of the Bylaws of the Associated Student Government of Miami University."

The non-voting student members shall not be entitled to attend executive sessions of the Board.

Section 2. Powers.

The Board of Trustees shall have the powers which are conferred upon it by the laws of the State of Ohio. The Board shall take all actions necessary for the successful and continuous operation of the

ARTICLE I: MEMBERS OF THE BOARD OF TRUSTEES, THEIR POWERS, AND NATIONAL TRUSTEES

University, and shall adopt, and from time to time amend, the Regulations for the conduct of the Board, and the government and conduct of the University.

The Board shall formulate University policy. Under its general supervision it shall assign the execution of these policies to the President and his/her designates as provided in these Regulations. No member or committee of the Board shall have the authority to commit the Board or University to any policy or action unless expressly given that power in writing by the Board.

Section 3.

National Trustees.

To take advantage of the talents, resources, and experiences of Miami University alumni who do not live in the state of Ohio, the Miami University Board of Trustees establishes the position of National Trustee.

National Trustees will be non-compensated advisors to the Board of Trustees, and will have no voting privileges at Board of Trustees meetings. National Trustees are not eligible to become officers of the Board, but will otherwise participate in all Board activities, including committee membership. National Trustees will have voting privileges on committees and may serve as committee chairs.

National Trustees will be selected and removed by the Miami Board of Trustees. Following appointment by the Board, the Secretary to the Board of Trustees will prepare a formal letter of appointment and will update the Ohio Secretary of State's roster of Officers.

Travel expenses for National Trustees will be reimbursed consistent with the policy for voting members of the Board of Trustees.

A maximum of six National Trustee positions are authorized, each serving a three-year term. National Trustees are eligible for appointment to two consecutive terms (six years).

National Trustees will be chosen on the basis of the following attributes: Miami alumna/alumnus; successful in chosen field or

**ARTICLE I: MEMBERS OF THE BOARD OF TRUSTEES,
THEIR POWERS, AND NATIONAL TRUSTEES**

business; state or national prominence; ability to be an advocate for higher education; and willingness and ability to offer counsel.

ARTICLE II: MEETINGS AND ORGANIZATION OF THE BOARD OF TRUSTEES

Section 1. Regular Meetings.

The Board shall hold at least four regular meetings each year on dates, at times, and at places established by the Chair of the Board, including an annual meeting in Oxford, Ohio.

Section 2. Special Meetings.

A special meeting of the Board shall be held upon call of the Chair of the Board who shall fix the date, time, and place of the meeting. Further, upon written petition of not less than five (5) voting members of the Board, the Chair of the Board shall call a special meeting of the Board at the date, time, and place set forth in the petition.

Section 3. Emergency Meeting.

In the event of an emergency requiring immediate official action, the Chair may call an emergency meeting. Notice of an emergency meeting must be given to all news media outlets that have requested such notification.

Section 4. Notice of Meetings.

Written notice of regular meetings of the Board shall be communicated to each member of the Board by the Secretary to the Board at least seven (7) days prior to the date of the meeting.

The Secretary to the Board of Trustees shall place on file in the King Library on the Oxford Campus and in the libraries on the Hamilton and Middletown Campuses the schedule of regular meetings as announced by the Chair of the Board.

Any person desiring notification of regularly scheduled meetings of the Board of Trustees for the year beginning January and ending in December may receive same by depositing with the Secretary to the Board, Miami University, Oxford, Ohio 45056, a sufficient number of self-addressed stamped envelopes in which to mail such notification.

ARTICLE II: MEETINGS AND ORGANIZATION OF THE BOARD OF TRUSTEES

In the event of any change in the calendar of regularly scheduled meetings of the Board of Trustees during the year commencing in January and ending in December, the Secretary to the Board shall send notice not later than thirty (30) days preceding the first meeting conducted under such revised schedule.

Notice of special meetings shall be communicated to each member of the Board by the Secretary to the Board, with written confirmation to follow, at least ninety-six (96) hours prior to the meeting.

The Secretary to the Board of Trustees, upon receipt of notice from the Chair of the Board of Trustees or the President of the University of the scheduling of a special meeting of the Board of Trustees, but in no event later than ninety-six (96) hours prior to the commencement of the meeting, shall notify representatives of the public media and all other persons who have so requested of the date, time, place, and stated purpose of the meeting, using self-addressed, stamped envelopes provided by the aforementioned other persons. In the event of an emergency situation where ninety-six (96) hour notification is not possible, the Secretary to the Board shall notify such media representatives by the most appropriate electronic medium to the location specified by such media representatives and shall record the fact of such notice in the minutes of the meeting.

Persons desiring notice of any regular or special meetings of the Board of Trustees at which specific subject matters designated by the person desiring notice are included in the agenda of the meeting may request such notice in writing to the Secretary to the Board, Miami University, Oxford, Ohio 45056 including with the request a sufficient supply of self-addressed, stamped envelopes for mailing the notice.

Each notice of a meeting shall be accompanied by an agenda stating the business to be considered at the meeting. At special meetings no business shall be transacted except that stated in the agenda.

Section 5. Quorum.

A majority of the voting members of the Board, when duly convened, shall constitute a quorum. (Ohio Revised Code, Section 3339.01). A

ARTICLE II: MEETINGS AND ORGANIZATION OF THE BOARD OF TRUSTEES

majority of the voting members of the Board must be present at a duly convened meeting to vote on resolutions or ordinances.

Section 6. Parliamentary Authority.

Robert's Rules of Order, Newly Revised (most recent edition), shall be accepted as authority on all questions of parliamentary procedure not determined by these Regulations or provisions of the Revised Code of the State of Ohio.

Section 7. Election of Officers.

At the annual meeting in December of each year, the Board shall elect from voting members of the Board the following officers: a Chair, a Vice Chair, a Secretary of the Board, and a Treasurer of the Board. These officers shall hold their respective office from January 1 through December 31 of the year succeeding their election and until their respective successors shall be elected, so long as they shall continue to be trustees.

Section 8. Duties of Officers.

The Chair shall preside at all meetings and appoint committees. The Chair shall serve as ex-officio member of each committee except the nominating committee.

The Vice Chair shall serve in the absence of the Chair and shall assist the Chair at the latter's request.

The Secretary of the Board shall maintain such records as the Board requires.

The Treasurer of the Board shall maintain such financial records as the Board requires.

Section 9. Vacancy in Office.

In the event of a vacancy in the office of Chair, the Vice Chair shall become Chair.

ARTICLE II: MEETINGS AND ORGANIZATION OF THE BOARD OF TRUSTEES

In the event of a vacancy in the office of Vice Chair, Secretary of the Board, or Treasurer of the Board, the vacancy shall be filled by election at the next regular or special meeting of the Board.

Section 10. Duties of the Secretary to the Board.

The Secretary to the Board of Trustees shall be nominated by the President and appointed by the Board to serve until a successor is chosen and enters upon the duties of the Secretary's office. He/she shall be selected from outside the membership of the Board.

The Secretary to the Board shall attend meetings of the Board as appropriate, record all votes and the minutes of all proceedings; shall perform like duties for the committees of the Board, as requested or assigned; shall give notice of all meetings of the Board and of its committees; and shall perform such other duties as may be prescribed by the Board or the Chair.

Section 11. Committees.

Standing and special committees shall be appointed by the Chair of the Board of Trustees. Each committee shall report its recommendations for action to the Board of Trustees.

Section 12. Committee for Naming of Campus Facilities.

The Committee for Naming of Campus Facilities is established as an advisory committee to the Board and Vice President for University Advancement, who shall serve as Chair of the Committee. The Chair of the Board shall appoint the members of the Committee as provided in Board Resolution R2001-31, as the same may from time to time hereafter be amended by the Board. Recommendations for the naming of campus facilities shall be in accordance with R2001-31 (and as it may be hereafter amended, including Resolutions R2004-12 and R2011-60). The Board of Trustees has sole authority to approve the name of campus facilities.

ARTICLE II: MEETINGS AND ORGANIZATION OF THE BOARD OF TRUSTEES

Section 13. Finance and Audit Committee.

The Finance and Audit Committee serves in an oversight capacity for financial and administrative operations of the University as delegated by the Board of Trustees in the Finance and Audit Committee Charter as approved by the Board. Specifically, the Finance and Audit Committee provides oversight responsibilities for the University's long-term financial plans; the University's financial reporting, internal controls and the independent audit; the general University budget; capital expenditures for facilities and property; investment policies and results; internal audit activities; processes for monitoring compliance with University policies and state and federal laws; and the University's risk assessment process. It is the responsibility of the Finance and Audit Committee to review and recommend to the full Board of Trustees ordinances, resolutions, and other related items proposed by the administrative staff. The Committee serves as the Investment Committee required by Ohio Revised Code Section 3345.05.

The Chair of the Board shall appoint the members of the Finance and Audit Committee

Section 14. Academic and Student Affairs Committee.

The Academic and Student Affairs Committee serves in an oversight capacity and shall consider and make recommendations to the Board on academic, student affairs, and enrollment management and student success initiatives and plans of the University. Specifically, the Academic and Student Affairs Committee provides oversight responsibilities for the University's long-term academic plans; the University's strategic enrollment plans; the University's retention and graduation rate plans and goals; the University's research activities; the University's role in the University System of Ohio; student life; and campus safety and student life risk management.

The Chair of the Board shall appoint the members of the Academic and Student Affairs Committee. The principal liaisons to the Academic and Student Affairs Committee are the Provost and Executive Vice President for Academic Affairs, the Vice President for

ARTICLE II: MEETINGS AND ORGANIZATION OF THE BOARD OF TRUSTEES

Student Affairs, and the Vice President for Enrollment Management and Student Success. Additional staff members will be called upon as needed for specific reports to the Committee.

Section 15. Foundation Board.

The Chair of the Board of Trustees or a member of the Board of Trustees appointed by the Chair, and a second Trustee appointed by the Board of Trustees shall serve as appointed Directors to the Miami University Foundation Board of Directors.

Amendments to the Articles of the Foundation Code of Regulations which provide for the selection of Directors and defining Members require approval and consent of the Board of Trustees given by the affirmative vote of 2/3 of all voting Trustees.

Section 16. Minutes.

Minutes of each meeting of the Board shall be distributed to the members of the Board within thirty (30) days after the meeting. All minutes shall be signed by the Secretary to the Board.

Section 17. Reimbursement for Expenses.

All trustees shall be entitled to reimbursement for travel expenses incurred in attending meetings of a committee or of the Board, and reimbursement of expenses incurred in attending meetings as a representative of the Board, in accordance with law.

ARTICLE III: EDUCATIONAL PROGRAM OF THE UNIVERSITY

- Section 1.** Miami University shall consist of the following major academic divisions: College of Arts and Science, College of Education, Health and Society, Farmer School of Business, College of Creative Arts, College of Engineering and Computing, Graduate School, College of Professional Studies and Applied Sciences, and such other divisions as the Board may from time to time determine.
- Section 2.** The provision of major fields of study and the determination of the degrees appropriate thereto shall be approved by the Board.
- Section 3.** The content of the educational program shall be determined by the University Senate (subject to the right of initiative and referendum of the Faculty Assembly) and approved by the President.
- Section 4.** Each of the major academic divisions of the University shall be headed by an Academic Dean to be appointed by the President, in consultation with the Provost, and with the affirmation of the Board. Each Academic Dean shall be responsible for general educational supervision of the departments, faculty, and curricula in the college or school of which he or she is Dean.
- Section 5.** The instructional staff shall be divided into academic departments. An academic department is an administrative unit established to combine the various course offerings of a particular academic discipline or area of knowledge. The number and designation of such departments shall be determined by the President, subject to approval by the Board.

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

Section 1. The principal administrative officers of the University shall consist of the President, Provost and Executive Vice President for Academic Affairs, Vice President for Finance and Business Services and Treasurer, Vice President for Student Affairs, Vice President for University Advancement, Vice President for Information Technology, Vice President for Enrollment Management and Student Success, General Counsel and Secretary to the Board.

Section 2. **President.**

The President of Miami University shall be appointed by the Board of Trustees and shall be the chief administrative officer of the University responsible for the operation of the University as a whole. The President has authority to sign on behalf of the University all necessary documents and papers pertaining to the operating needs of the University. The President has authority to delegate signature authorization to other appropriate administrative personnel of the University for all necessary contracts, documents and papers pertaining to the operating needs of the University, provided that such designation of authority is in writing and on file in the Office of the Secretary to the Board of Trustees (Resolution of the Board of Trustees R86-42).

The Board shall have sole responsibility for determining the size, composition and selection procedures of any presidential search advisory committee.

Section 3. **Provost and Executive Vice President for Academic Affairs.**

The Provost and Executive Vice President for Academic Affairs of Miami University shall be appointed by the President and elected by the Board of Trustees. The Provost shall be the chief educational officer of the University under the President responsible for general supervision of instructional programs. In the absence of the President, the Provost and Executive Vice President for Academic Affairs shall be the chief administrative officer of the University.

Section 4. **Vice President for Finance and Business Services and Treasurer.**

The Vice President for Finance and Business Services and Treasurer shall be appointed by the President and elected by the Board of

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

Trustees. He/she is the chief business and financial officer of the University under the President responsible for the (1) business affairs of the University including general direction and supervision over new construction, the maintenance and operation of the physical plant, the procurement and distribution of supplies, the management of residence halls and dining facilities, the operation of other auxiliary services, the administration of non-academic personnel serving in civil service classifications, and the security of University property and (2) financial affairs of the University including the collection of all accounts due, the custody of funds, the disbursements of accounts payable, the preparation of vouchers payable by the State of Ohio, the control of financial records, the rendering of proper financial reports, the provision of bookkeeping and auditing service to student organizations, and all necessary liaison with State financial officers.

Section 5. Vice President for Student Affairs.

The Vice President for Student Affairs shall be appointed by the President and elected by the Board of Trustees and shall have the responsibility for student services, including the administration of student conduct rules and regulations.

Section 6. Vice President for University Advancement.

The Vice President for University Advancement shall be appointed by the President and elected by the Board of Trustees and shall be responsible for fund raising and administration of development programs and alumni and parent programs.

Section 7. Vice President for Information Technology

The Vice President for Information Technology shall be appointed by the President and elected by the Board of Trustees and shall be responsible for the development, implementation, and administration of the University's information technology infrastructure and computing systems.

Section 8. Vice President for Enrollment Management and Student Success.

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

The Vice President for Enrollment Management and Student Success shall be appointed by the President and elected by the Board of Trustees and shall be responsible for enrollment management, including admission, financial aid, the bursar, and the registrar, as well as responsibility for coordination of retention and student success initiatives

Section 9. General Counsel.

Miami University's General Counsel shall be an administrative officer appointed by the Board of Trustees upon nomination of the President. The General Counsel shall be responsible for the coordination and supervision of all legal matters involving Miami University and the Board of Trustees, and officers and employees acting on behalf of the University or its affiliated entities.

Section 10. Secretary to the Board.

The Secretary to the Board shall be an administrative officer appointed by the Board of Trustees upon nomination of the President. The Secretary shall prepare and keep the records of the Board and shall be responsible for the safekeeping of the seal and other official insignia of the University. As custodian of the University seal, the Secretary shall affix it to such instruments as require its use and when so done shall attest it by his or her signature. This officer shall sign all documents requiring the signature of the Secretary as an officer of the corporation. The Secretary shall have custody of the charter of the University and of the minute books and papers relating to the records of the Board. The Secretary shall perform other duties and responsibilities not specifically assigned to another officer by these regulations as the Board or the President may direct.

Section 11. The President, the Vice Presidents, General Counsel and the Secretary to the Board are the principal administrative officers of the University; the Secretary to the Board shall also serve as Secretary of the corporation. The President shall have the power to appoint additional principal administrative officers, subject to approval by the Board of Trustees.

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

Section 12. Power of President to Designate Committees.

The President shall have authority to appoint advisory committees to advise him/her on affairs relating to the University. These committees shall have such responsibilities as are assigned to them by the President. Committees appointed by the President may be discharged by him/her at any time.

Section 13. Power of Principal Administrative Officers to Appoint Committees.

Subject to the direction of the President, each principal administrative officer shall have the authority to appoint advisory committees (whether called councils, boards, commissions, or committees) to advise that officer in affairs relating to his or her responsibilities at the University. These committees shall have such responsibilities as are assigned to them by the principal administrative officer. Committees appointed by a principal administrative officer may be discharged by that officer at any time.

Section 14. Signature Authority.

- A. No contract, agreement, promise, bank account, or other financial undertaking in the name of Miami University or purporting to be made for, or on behalf of any campus, college, school, department, division or other part of the University may be made by any of its officers, agents, or employees or by any student, faculty, or alumni organization, enterprise, or association whatever, unless the same shall have been first authorized by the Board of Trustees of the University or in pursuance of authority conferred by these Regulations.
- B. Whenever the Board of Trustees has authorized or ratified the making of any contract or the execution of a written instrument of any kind, the President, the Provost and Executive Vice President for Academic Affairs and the Vice President for Finance and Business Services shall, without additional authorization by the Board, each be authorized to execute and

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

deliver such documents as may be necessary or proper for the performance of the University's obligations thereunder.

- C. **Real Property** – Contracts involving the purchase or sale of real estate must be approved by the Board of Trustees, regardless of the amount. This provision does not include the release of interests by the University for the purchase of land rents as provided in Ohio Revised Code 3339.03. The President and Secretary to the Board are authorized to execute transfers of real property to release land rent interests and as otherwise authorized by the Board. The Vice President for Finance and Business Services and the General Counsel shall serve as alternates for the President and Secretary to the Board. The Vice President for Finance and Business Services is also authorized to enter into leases of University real property or leases of real property for the benefit of the University.
- D. **Capital Improvements** – The Board of Trustees retains sole authority with respect to contracts for capital improvement projects (repair, maintenance, renovation or new construction) unless otherwise specifically delegated by Board Resolution or as follows:

Capital improvement projects are defined as any initiatives undertaken on behalf of the University that improve the physical environment. Projects covered under this policy include, but are not limited to, activities that involve design, repair, maintenance, construction, reconstruction, renovation, demolition, landscaping, roads and grounds improvements/maintenance, building and systems repairs/replacement, client-specific projects, major emergency responses and any capital improvement project. This excludes items which would appropriately be directed through the procurement process and subject to the University's procurement policies and guidelines. All such projects shall adhere to all applicable laws and regulations.

The Vice President for Finance and Business Services shall have the responsibility and authority for contracting for any capital improvement project of any kind (repair, maintenance,

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

renovation, or new construction) estimated to cost \$2.5 million or less. The Vice President for Finance and Business Services shall report regularly to the Finance and Audit Committee on the status of each capital improvement project of \$1 million or more.

Any capital improvement project estimated to cost more than \$2.5 million shall require specific authorization by the Board of Trustees. Once a project of more than \$2.5 million has been approved by the Board, the University shall not increase the project costs (including costs for design, construction, construction management, or other services) presented to the Board at the time of authorization without specific Board approval except as follows:

1. For projects more than \$2.5 million but less than \$10 million, the Vice President for Finance and Business Services shall have the authority to increase individual contracts, approve change orders or the total project budget as long as the increases do not exceed 10% of the original total projected budget or \$500,000, whichever is less, and an appropriate report is made to the Board's Audit and Finance Committee at its next regularly scheduled meeting.
2. For projects over \$10 million, the Vice President for Finance and Business Services shall have the authority to increase individual contracts, approve change orders or the total project budget as long as the increases do not exceed 10% of the original total project budget or \$1 million, whichever is less, and an appropriate report is made to the Board's Finance and Audit Committee at its next regularly scheduled meeting.
3. For any energy-saving project estimated to cost less than \$4,000,000 issued in accordance with all applicable laws and regulations, the Vice President for Finance and Business Services shall have the requisite authority to enter into such contracts on behalf of the University. This approval constitutes complete authorization for the project including site selection, design, construction,

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

financing and any services needed, except as specifically noted in the authorization resolution.

- E. **Purchase of Goods and Services** – The President, the Provost and the Vice President for Finance and Business Services are authorized to sign all contracts, purchase orders, documents and papers that require the expenditure of funds by the University or are necessary for the good and efficient operation of the University. The Vice Presidents, Dean, Directors, Chairs and other heads of offices are authorized to purchase goods and services through such purchasing policies and procurement procedures as may be authorized by the Vice President for Finance and Business Services.
- F. **Employment** – The Board authorizes the President and the Provost, within the budgetary resources of the University, to employ and set compensation for members of the faculty and unclassified administrative staff.
- The Board designates the President and the Vice President for Finance and Business Services as the appointing authority to employ and set compensation for members of the unclassified administrative staff, classified staff and law enforcement officers.
- G. **Securities** – The Board authorizes any of the following officers of the University to buy, sell, assign, transfer and convey any and all securities of any company, corporation or association, now or hereafter registered in the name of or belonging to the President and Trustees of the Miami University, or standing in the name or belonging to the University in any capacity: the Chair of the Board of Trustees of the University, the Treasurer of the Board of Trustees of the University, the President of the University, the Vice President for Finance and Business Services and Treasurer of the University, the Associate Treasurer of the University, the General Counsel of the University, or the Secretary to the Board of Trustees of the University.
- H. **Delegation** – The President, the Provost and the Vice President for Finance and Business Services may delegate some or all of the authority conferred under this Article to other officers or employees of the University. All delegations of authority whether by the President, the Provost, or the Vice President for Finance and Business Services

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

shall be in writing, shall identify the delegate by title and/or position of employment, shall describe the scope of the authority provided by the delegation, shall bear the signature of the President, Provost or Vice President for Finance and Business Services, and shall expire on the earlier of: (a) the date of expiration contained in the written delegation, (b) the date the delegate ceases to serve in the position to which authority has been delegated; or (d) written notice of revocation of the delegation signed by the President, Provost, or Vice President for Finance and Business Services. No person receiving a delegation may further assign or delegate to any other person all or any part of the delegated authority. All such delegations shall be filed with the Secretary to the Board of Trustees and the Office of General Counsel.

ARTICLE V: EMPLOYMENT

Section 1. The policies that govern the employment, discipline, termination, tenure and promotion of the instructional staff and employment, discipline and termination of the unclassified administrative staff are subject to approval by the President. These policies are enumerated in the Miami University Policy and Information Manual.

Section 2. Tenure is a method of assuring academic freedom; that is, the freedom to teach, to inquire, to create, to debate, to question, and to dissent. Tenure represents a long-term financial commitment to the extent allowable under the laws of the State of Ohio. Miami has no specified or implied limits on the percentage of the instructional staff who may be granted tenure. Each candidate for tenure is judged individually, not relative to other candidates. If an individual demonstrates the high quality of professional performance expected by Miami, tenure will be conferred, regardless of how many other candidates may be considered in a given year. However it is not anticipated that all individuals appointed to tenurable ranks will be able to demonstrate the high quality of professional performance required to achieve tenured status.

ARTICLE VI: STUDENTS

- Section 1.** General policies on the admission of students to the University shall be fixed from time to time by the Board upon recommendation of the President, or the University Senate with the approval of the President.
- Section 2.** Good conduct and deportment is expected of every student at all times. Regulations governing student conduct may be recommended from time to time by the University Senate or the Student Affairs Council; such recommendations shall be subject to approval by the President.
- Section 3.** Violation of rules and regulations governing student conduct will subject the student to appropriate disciplinary action including suspension or dismissal from the University.
- Section 4.** The University shall operate primarily as a residential institution where student social life shall be carried on as an integral part of the educational program of the University.

ARTICLE VII: THE UNIVERSITY SENATE

Section 1.

The University Senate is the primary university governance body where students, faculty, staff and administrators debate university issues and reach conclusions on the policies and actions to be taken by the institution. The University Senate is the legislative body of the University in matters involving educational programs, requirements, and standards; faculty welfare; and student conduct. The Board of Trustees delegates to University Senate primary responsibility for curriculum, programs, and course offerings and advisory responsibility on all matters related to Miami University.

The Board of Trustees reserves the right to consider, approve, modify, or reject actions taken by the University Senate. Amendments to the Enabling Act of University Senate and Faculty Assembly must be approved by the Board of Trustees.

ARTICLE VIII: THE FACULTY ASSEMBLY

Section 1. The Faculty Assembly is chaired by the President of the University who has responsibility for the preparation of the agenda for meetings.

Section 2. Faculty Assembly is comprised of all members of the faculty who hold tenure or a tenure track position; all librarians who hold the rank of Assistant Librarian, Associate Librarian, or Principal Librarian; and all members of the faculty who hold the rank of Lecturer (including Senior rank)* or Clinical/Professionally Licensed Faculty (including Senior rank)*.

*Lecturers and Clinical/Professionally Licensed Faculty are members of the Faculty Assembly for the purpose of qualifying them to serve on the University Senate. Membership in Faculty Assembly does not qualify Lecturers or Clinical/Professionally Licensed faculty to serve on committees whose membership is restricted to faculty in tenure-eligible ranks.

Section 3. Faculty Assembly hears reports from its committees and from the President, the Chair of Senate, and other Vice Presidents. It may propose, debate, and recommend matters for Senate consideration or for presentation to other officials or administrative bodies. It may also challenge and refer back any University Senate action. Faculty Assembly has the right of initiative and referendum. Such action shall be considered as tantamount to University Senate action.

The Faculty Assembly may raise questions and offer comments. It may discuss matters affecting Miami University and its environment.

The Board of Trustees reserves the right to consider, approve, modify, or reject actions of Faculty Assembly. Amendments to the Enabling Act of University Senate and Faculty Assembly must be approved by the Board of Trustees.

ARTICLE IX: THE STUDENT AFFAIRS COUNCIL

Section 1. Authority for the Council.

- A. The University Senate delegates its authority in the realm of student social conduct rules and regulations to the Student Affairs Council, a semi-autonomous governing body, which also has legislative authority in the general realm of non-academic student affairs. All actions of Student Affairs Council which have substantial academic content shall be reported to the Executive Committee of University Senate which shall place them on the agenda of the University Senate.
- B. All actions of Student Affairs Council shall be recorded in its minutes to be sent to the Executive Committee of University Senate which shall be alert to the possibility that some items may be of sufficient university-wide import to merit the attention of University Senate under its responsibility to provide recommendations on all matters related to Miami University.
- C. Actions of the Student Affairs Council which do not have substantial academic content are made directly to the President via the Vice President for Student Affairs and need not be acted upon by the University Senate, although the President may desire to consult with this or other groups in deciding to approve, modify, or reject actions taken by the Student Affairs Council.
- D. Matters to be considered by Student Affairs Council will originate from a number of sources, but it is expected that the Associated Student Government will be an important source of suggestions for action by Student Affairs Council.
- E. The chair shall be the Vice President for Student Affairs who shall serve as an ex officio member with the Executive Assistant to the Vice President for Student Affairs as secretary without vote.

ARTICLE X: MAINTENANCE OF LAW AND ORDER

Section 1. The Board of Trustees recognizes the constitutional guarantees of the right of free speech and peaceful assembly. The Board of Trustees also recognizes the principle of academic freedom which permits freedom of inquiry and discussion and the right to make constructive criticism. The Board of Trustees is equally cognizant of the necessity of maintaining justice, law, and order on the campuses of the University and preventing the disruption of the educational functions of the University.

Section 2. Pursuant to Section 3345.21 of the Ohio Revised Code, the Board of Trustees hereby declares that all persons, including University faculty, staff, students, and visitors are prohibited from engaging or participating in, or aiding and abetting any of the following actions on any campuses of Miami University:

- A. Obstruction or disruption of teaching, research, administration, disciplinary proceedings, or any other University activities, including its public safety or service functions;
- B. Threatening to or engaging in conduct or creating a condition that presents a risk of physical harm to the offender or another or to the property of another;
- C. Theft or damage to property of the University or any other person;
- D. Unauthorized entry to or unauthorized use of University facilities;
- E. Violation of University rules and policies including those regulations concerning the use of University facilities, or concerning the time, place, and manner of public expression;
- F. Violation of rules governing residence in University-owned or University-controlled property;
- G. Disorderly conduct;
- H. Use, offer for sale, sale, distribution, possession, or manufacture of any controlled substance or drug, except as expressly permitted by law;

ARTICLE X: MAINTENANCE OF LAW AND ORDER

- I. Failure to comply with orders or directives of University officials or University police or any other law enforcement officers or emergency personnel acting in performance of their duties;
- J. Obstruction of the free flow of pedestrian or vehicular traffic; and
- K. Possession or use of firearms, explosives, dangerous weapons, or chemicals. A dangerous weapon is defined as any instrument, device, or object capable of inflicting physical harm or death and designed or specifically adapted for use as a weapon or possessed, carried or used as a weapon.

For the purposes of this section "aiding and abetting" shall be construed to mean the giving of aid or assistance to the principal in the planning or execution of any of the foregoing acts.

Section 3.

Any member of the faculty, staff member or student, who violates any of the foregoing prohibitions, is subject to University discipline. Disciplinary action may include discharge, suspension, or expulsion from the University. Such person may also be subject to criminal prosecution.

Visitors are subject to criminal prosecution. Any visitor who violates this policy may be immediately ejected from University property by Miami University Police.

Section 4.

The buildings, grounds, and other property of Miami University campuses are dedicated to the educational mission of the University. Use of the buildings, grounds, and other property of the University is reserved for the direct and indirect support of the teaching, research, and service missions; of the University's administrative functions; and of students' campus life activities. The University may prohibit or otherwise restrict access to or use of its buildings, grounds, and other property as may be necessary to provide for the orderly conduct of the University's teaching, research, and service missions; of the University's administrative functions and of students' campus life activities. Visitors are free to walk through our campuses; however, authorization is required from the University or from a recognized student organization to make speeches or presentations, to erect

ARTICLE X: MAINTENANCE OF LAW AND ORDER

displays, to engage in any commercial activity, or to conduct similar activities on University owned or controlled property.

Section 5.

The President, any Miami University police officer, or any university official authorized by them, may restrict or deny any person's access to the campus if the person engages in conduct prohibited by this policy. The Miami University police officer or other authorized University official restricting or denying access shall, if feasible, issue a trespass warning (orally or in writing) to the person. The police officer or University official issuing the trespass notice should advise the person that he/she is on University property and that permission to be on University property is revoked; and inform him/her that if he/she does not leave immediately or if he/she returns, he/she will be arrested and prosecuted for criminal trespass to the full extent of the law. A copy of the written trespass warning should be filed with the Miami University Police. An oral Trespass Warning should be documented in writing and filed with the Miami University Police.

ARTICLE XI: BUDGET AND FINANCIAL ADMINISTRATION

Section 1. The annual operating budget as adopted by the Board of Trustees, and as amended from time to time, shall govern all financial transactions of the University. This budget shall be presented in such form as the President may determine or as required by law.

The Vice President for Finance and Business Services and Treasurer, with the approval of the President, may make such adjustments as are necessary in the operating budget within the limits of available funds or within the limits of additional income received for a specific purpose.

Section 2. In accordance with University policy, as approved by the President, the University may accept gifts.

Section 3. The preparation and presentation of requests for appropriations from the State of Ohio and all official financial dealings on behalf of the University with all federal, state, and local government offices, boards, and agencies shall be under the direction of the President of the University. Appearances in the name of the University before federal, state, or local government offices, boards, and agencies shall have prior written authorization from the President.

Section 4. All instructional tuition and miscellaneous fees collected by the University from students shall be fixed by the Board. The President or such persons as the President may designate may determine appropriate charges to be made to groups using the facilities of the University or receiving other auxiliary services.

Section 5. The Treasurer of the University shall establish such accounts as may be necessary to carry on the operation of the University. He/she shall designate depositories for the custody of funds of the University with the approval of the Board. Investment of funds may be made if authorized by the Board.

Section 6. There shall be an annual audit of all funds not examined by the Auditor of the State of Ohio. This audit shall be arranged by the Treasurer of the University subject to the approval of the Board of Trustees.

ARTICLE XII: BUILDINGS

Section 1. All buildings shall be carefully maintained in as good state of operation as possible from the funds authorized for this purpose.

Section 2. The use of buildings and other facilities by groups not directly connected with the University shall be authorized only in accordance with policies approved by the President.

ARTICLE XIII: INTERCOLLEGIATE ATHLETICS

Section 1. The University shall engage in intercollegiate competition in such sports as are approved by the President and the Board of Trustees with the advice of the Committee on Athletic Policy, a committee advisory to the President and the Director of Intercollegiate Athletics, and the University Senate.

Section 2. Standards of academic eligibility to participate in intercollegiate athletics shall be determined by the Committee on Athletic Policy and the University Senate, in accordance with National Collegiate Athletic Association, Mid-American Conference and National Collegiate Hockey Conference Regulations.

Section 3. **ATHLETIC POLICY COMMITTEE** -- advisory to the President and the Athletic Director.

- A. The Committee shall be composed of six faculty or staff members, one of whom shall be a member of Senate, and three students. Two of the student members, one female and one male, shall be selected from the Miami University intercollegiate athletic teams. Two female and two male nominees will be selected by the Director of Intercollegiate Athletics and forwarded to Associated Student Government, which will inform the Executive Committee of University Senate of its two choices. The third student member shall be chosen by Associated Student Government from students who have no involvement in intercollegiate athletics. Three of the faculty or staff members shall be nominated by the Executive Committee from a list of six or more names submitted by the President; the other three faculty or staff members are approved as provided in the Bylaws of University Senate. The Director of Intercollegiate Athletics and the Faculty Representative to the Mid-American Conference from Miami University (chosen by the President) shall serve as *ex officio*, non-voting members of the Committee.
- B. The functions of the Athletic Policy Committee are to represent University Senate and to advise the President and Director of Intercollegiate Athletics about matters affecting the academic and athletic integrity of Intercollegiate Athletics, including but not limited to matters affecting student-athlete welfare. The Committee shall advise the Director of Intercollegiate Athletics generally on policies for student athletes including standards of academic eligibility, student support and health, academic

ARTICLE XIII: INTERCOLLEGIATE ATHLETICS

integrity and progress, equity, including Title IX, and NCAA, MAC, and NCHC issues. The Committee is charged with the responsibility to track the academic progress of current athletes, to analyze that academic data and to make recommendations to the Director of Intercollegiate Athletics on related policy. The Committee shall advise the President and University Senate on the sports in which Miami will participate. The Chair of the Athletic Policy Committee shall be kept informed of the search processes for head coaches and the Director of Intercollegiate Athletics. The Committee is involved in the NCAA recertification process.

ARTICLE XIV: HONORARY DEGREES

Section 1. Authority to Grant Honorary Degrees.

The authority to grant honorary degrees from Miami University resides solely with the Board of Trustees. The Board grants to the President of the University the discretionary authority to confer an honorary degree upon the speakers at any Commencement and the Charter Day convocation.

Section 2. Annual Commencement Exercises and Honorary Degree Procedures

The following procedures, except in unusual circumstances, will be followed in nominating and electing candidates to receive honorary degrees at commencements or the "Charter Day" convocation:

- A. The Awards and Recognition Committee, which is advisory to the President and the Provost and Executive Vice President for Academic Affairs, shall be composed of six (6) tenured faculty members, at least one of whom shall be a member of the University Senate; one (1) member who is a past recipient of the Benjamin Harrison Medallion, or University Distinguished Professor Award, or Distinguished Service Award. As part of its responsibilities the Committee shall serve as the screening and nominating Committee for honorary degrees. The Secretary of University Senate or his or her designee shall serve as Committee secretary without vote. Nominations for honorary degrees shall be solicited from the entire University community.
- B. Candidates may be nominated from the following categories:
 1. Alumni who have made substantial contributions of one kind or another to the University.
 2. Other individuals who have made substantial contributions of one kind or another to the University.
 3. Individuals, including non-alumni, of regional, national, or international reputation.
- C. Honorary degrees may be presented at any Commencement. Up to four nominations from the Committee in each of the three

ARTICLE XIV: HONORARY DEGREES

categories may be submitted for the academic year to be divided among the December and May Commencements.

- D. Trustees of the University may be candidates for honorary degrees two years following retirement from the Board.
- E. Members of the faculty and staff of the University may be candidates for honorary degrees two years after the date of retirement.
- F. Typically, nominations should consist of two internal and two external letters of nomination that explicitly describe the reasons for the nomination; and a curriculum vita, resume, or biography. These should be given to the Secretary of University Senate or his or her designee who will forward them to the Awards and Recognition Committee.
- G. Names of candidates shall be submitted to the University Senate according to this section as stated above. The names of those candidates receiving a majority vote by the University Senate in each of the categories shall be submitted to the President for consideration.
- H. It is understood and agreed upon, as reflected in the Standing Rules of the University Senate, that nominations for honorary degrees following the procedure set forth in Section 2, part A of this Article shall be received, discussed, and voted upon in executive session of the University Senate.

Section 3.

Honorary Degrees to be Received at Other Times - Procedures for Selection.

The following procedure, except in circumstances otherwise deemed appropriate by the Board of Trustees, will be followed in nominating and recommending candidates to receive honorary degrees other than at commencements or the Charter Day convocation:

- A. Recommendations for honorary degrees may be submitted by members of the Board of Trustees, the faculty, staff, students, and alumni to the Secretary of University Senate or his or her designee.

ARTICLE XIV: HONORARY DEGREES

- B. The Awards and Recognition Committee will constitute the duly authorized committee on honorary degrees and shall consider all recommendations submitted to it by the Secretary of University Senate or his or her designee.
- C. Typically, nominations should consist of two internal and two external letters of nomination that explicitly describe the reasons for the nomination; and a curriculum vita, resume, or biography. These should be given to the Secretary of University Senate or his or her designee who will forward them to the Awards and Recognition Committee.
- D. The Committee on Awards and Recognition will review the recommendations and give its advice and consent to the President.
- E. Recommendations receiving favorable consideration by the Committee on Awards and Recognition will subsequently be forwarded by the President of the University to the Board of Trustees for further consideration and final approval.
- F. The President of the University will inform the University community of those individuals who have been approved by the Board for the granting of an honorary degree.

ARTICLE XV: INSIGNIA

Section 1. Colors of Miami University

The official colors of Miami University shall be crimson and white. (Vol. 5, page 54, Minutes of the Board of Trustees, September 18, 1902.)

Section 2. Seal of the Miami University.

"A seal has been provided of the description following, to wit: Around the outer circle thereof are the words, 'Sigillum Universitatis Miamiensis.' Within the circle are an open book, a globe, and a telescope, surmounted by these words as a motto: 'Prodesse quam conspici.' That the said seal be, and the same is hereby adopted as the seal of the Miami University." (Vol. 1, pages 176-177, Minutes of the Board of Trustees, September 26, 1826.)

Section 3. Motto of the Miami University.

The motto of the University shall be "Prodesse quam conspici," which may be translated "To Accomplish Rather Than to be Conspicuous," or "It Is Better to be Useful Than Conspicuous."

Section 4. Flag of Miami University.

The flag of Miami University shall be made in accordance with the following specifications: standard American flag proportions (generally 4 feet x 6 feet) with a field divided by a diagonal bar half crimson (coccinum), half white (album); the predominate color of crimson to be that half of the flag above a diagonal bar from the bottom of the hoist at the mast to the upper corner of the fly end; the subordinate color of white to be that half of the flag below a diagonal bar from the bottom of the hoist to the upper corner of the fly end. Satin or similar materials shall be used. In all instances, the National Flag Code shall be followed when displaying the flag of the University. Whenever the flags of the State of Ohio and Miami University are displayed together, the latter shall be subordinate to the former.

ARTICLE XVI: REGULATIONS: THEIR PROMULGATION, AMENDMENT, AND REPEAL

Section 1. Amendment.

These Regulations may be amended at any meeting of the Board of Trustees by a majority vote of the members present and voting, provided that at least fourteen days notice of such proposed amendment has been given in writing to each member.

Section 2. Previous Enactments of the Board.

Nothing herein contained shall invalidate any lawful action taken under any regulation, ordinance, rule or regulation for the government of Miami University previously enacted by the Board of Trustees.

Section 3. Effective Date of Implementation.

These Regulations shall be in full force and effect from the date of their enactment by the Board or upon such date as specified by the Board of Trustees.

*Approved by the Board of Trustees
September 19, 2014*



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

University Advancement Report

Tom Herbert, J.D.
Vice President, University Advancement



DIVISION OF UNIVERSITY ADVANCEMENT

Topics Covered

- 2020 Plan Fundraising Update
- Development Priorities and Progress
- Update on Advancement Initiatives

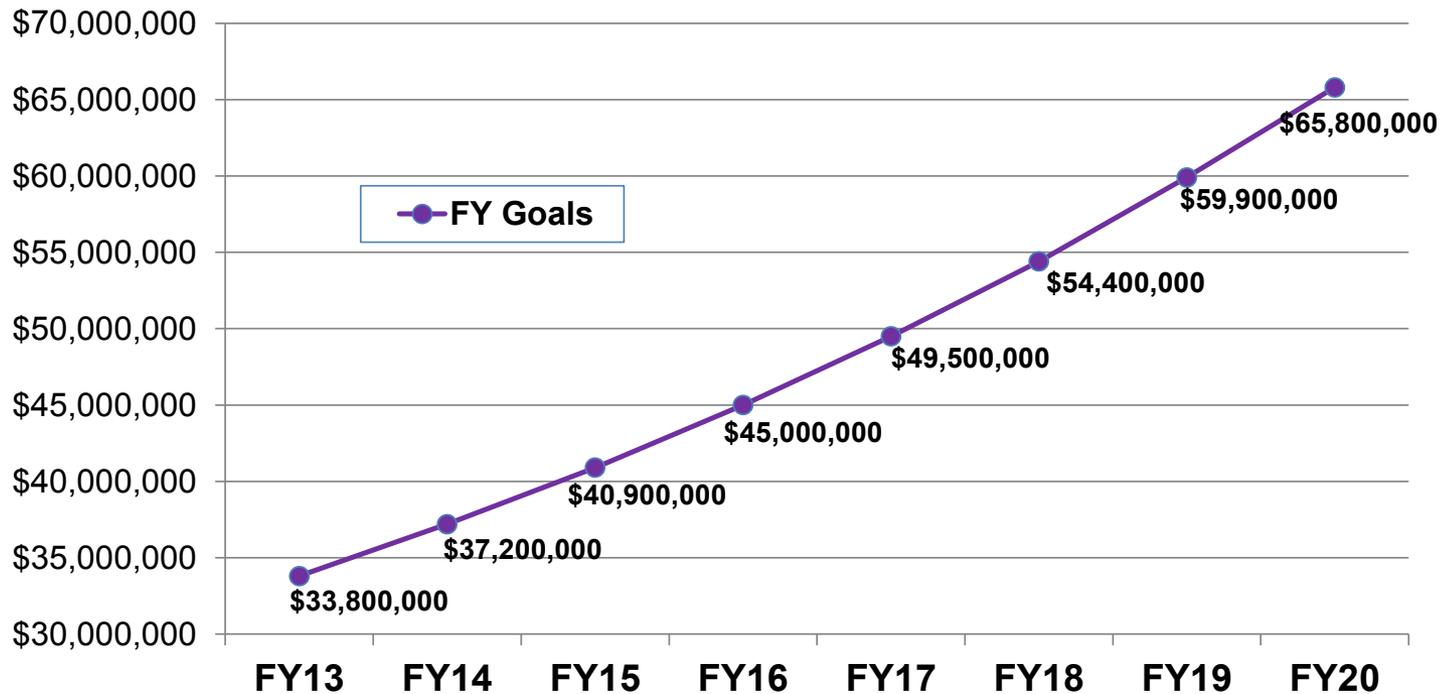


2020 Plan Fundraising Update



DIVISION OF UNIVERSITY ADVANCEMENT

Post-Campaign Development Targets



Based on Miami's 2020 Plan



DIVISION OF UNIVERSITY ADVANCEMENT

2020 Plan Fundraising Update

FY2014

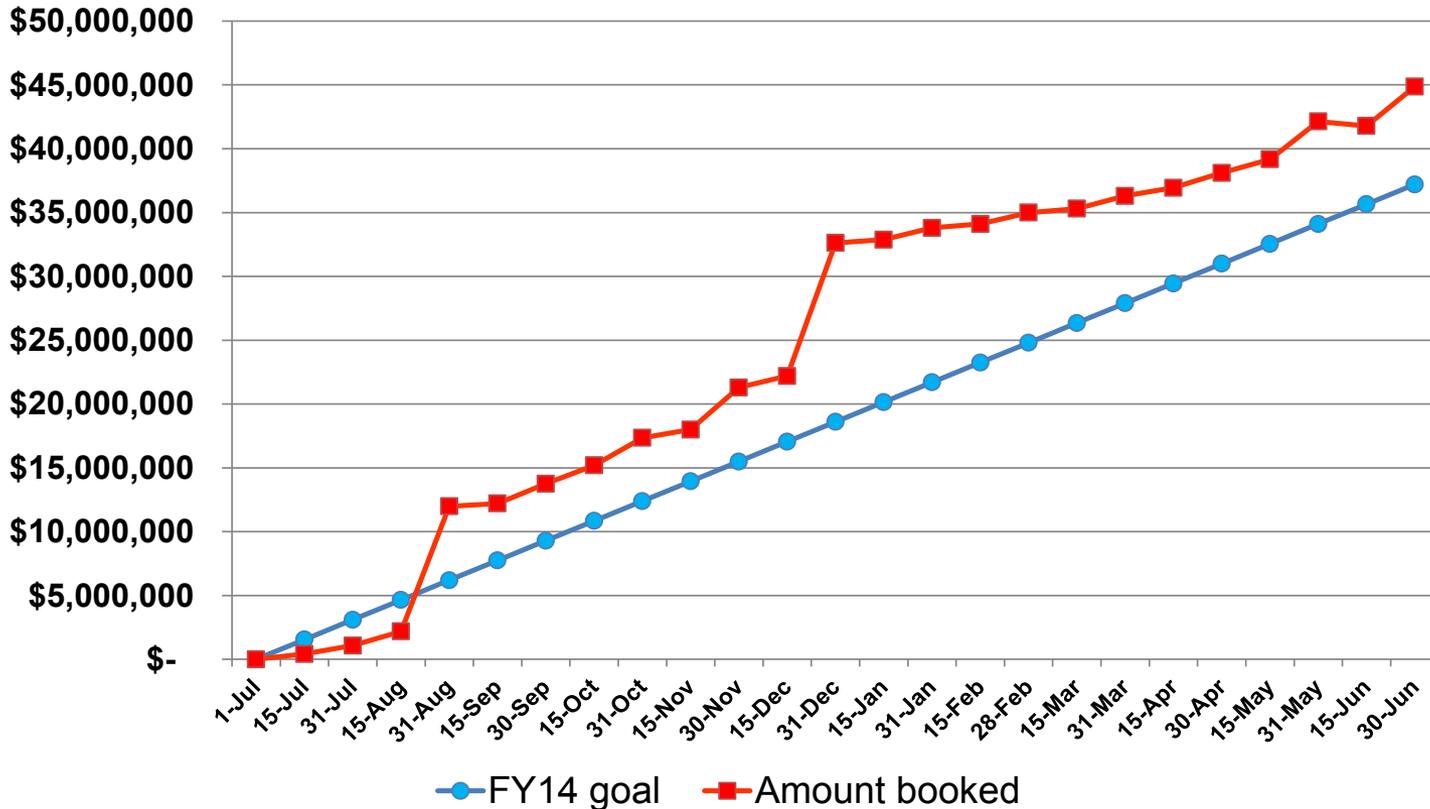
- Goal: \$37,200,000
- Raised: \$44,900,000

FY2015

- Goal: \$40,900,000
- Raised to date: \$10,100,000

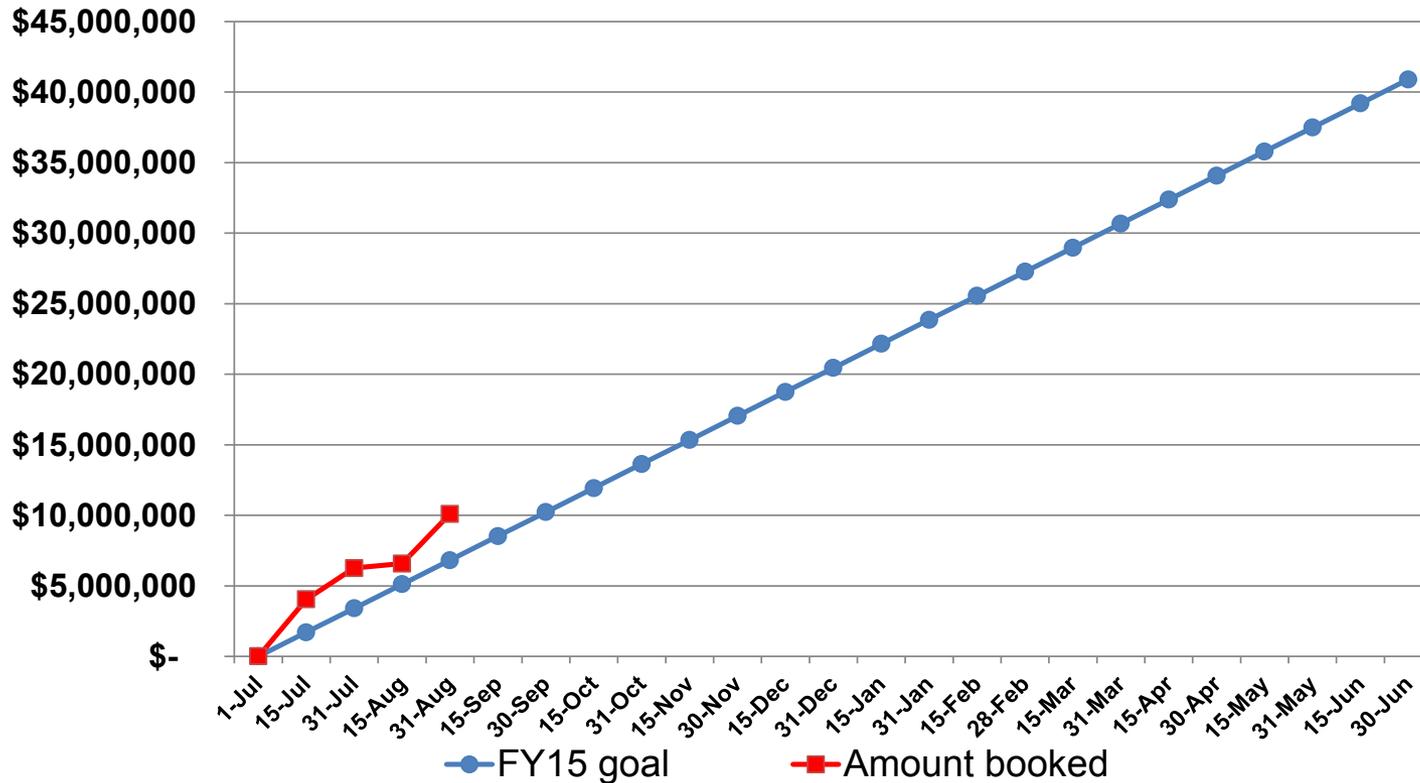


FY'14 - Fundraising Update



DIVISION OF UNIVERSITY ADVANCEMENT

FY'15 - Fundraising Update



DIVISION OF UNIVERSITY ADVANCEMENT

FY'14 Cash Received

<u>FY13 total</u>	<u>FY14 total</u>	<u>3-year avg</u>	<u>5-year avg</u>
\$33.7m	\$33.8m	\$34.2m	\$32.9m



FY'14 Cash to Annual Fund

<u>FY13 total</u>	<u>FY14 total</u>	<u>3-year avg</u>	<u>5-year avg</u>
\$3.53m	\$4.16m	\$3.77m	\$3.58m



FY'14 Alumni Participation

<u>FY12 total</u>	<u>FY13 total</u>	<u>FY14 total</u>	<u>3-year avg</u>
18.0%	20.0%	20.6%	19.5%



FY'14 Planned Giving Commitments

FY13 total

FY14 total

91 for \$8.9m

112 for \$23.1m



DIVISION OF UNIVERSITY ADVANCEMENT

Development Priorities and Progress



Development Priorities

- **Priorities Identified**
 - Endowed scholarships for incoming students
 - Armstrong Student Center – East Wing
 - ICA Initiative
 - Faculty Support
 - Residence Hall Renovation



Development Priorities: Endowed Scholarships

- **Endowed Scholarships – Top Priority**
 - Announcement of a Scholarship Campaign this month for \$100 million over 5 years
 - Amount raised last year: \$19.9 million
 - Strategic Priorities Task Force Goal of \$50 million by end of FY2015. Amount raised: \$50.1 million



Development Priorities: Armstrong Student Center East Wing

- **Armstrong Student Center– East Wing**
 - Fundraising Target is \$8 million for East Wing
 - Amount raised: \$2.5 million
 - Have identified prospects and developing materials



Development Priorities: ICA Initiative

- **Intercollegiate Athletics**
 - Fundraising effort is well under way
 - Working to establish a steering committee and secure large future naming gifts



Development Priorities: Faculty Support

- Faculty Support
 - On hold until a new provost is appointed

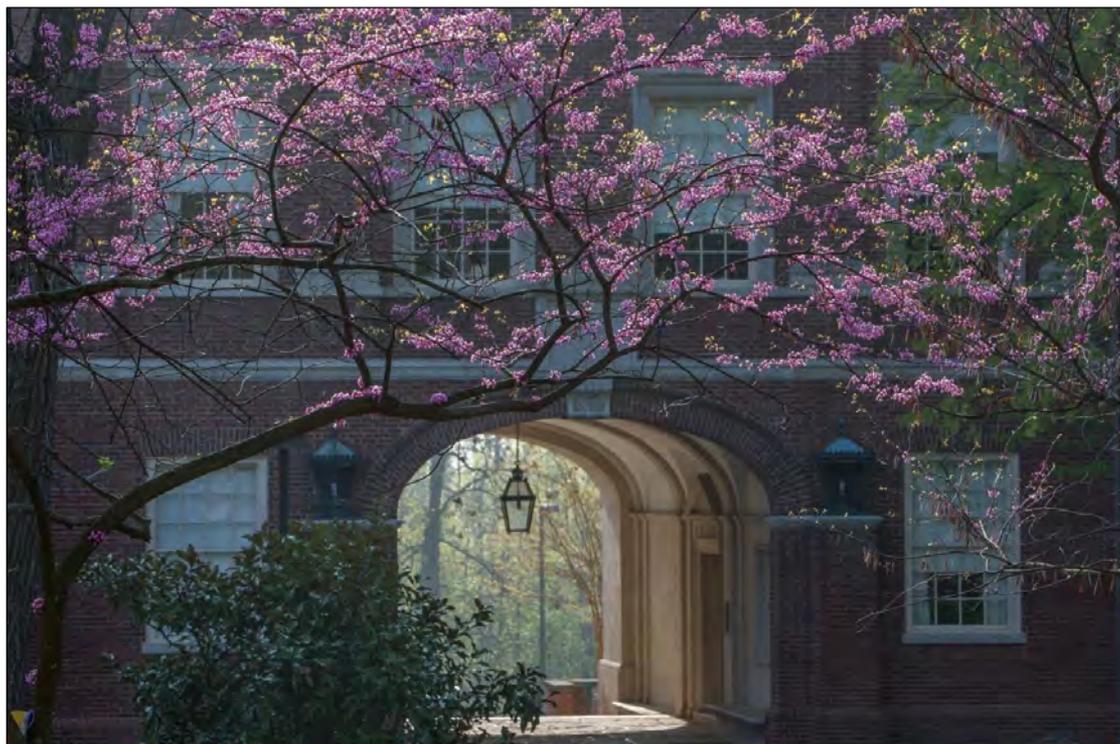


Development Priorities: Residence Halls

- Have begun to gather information about funding ideas for high-ability students in the residence halls
 - Honors Societies
 - Satellite Writing Centers
 - Honors Lounge
 - Innovation Space



Update on Advancement Initiatives



Update on Advancement Initiatives

- Development Staff Metrics
- Enhanced Stewardship
- Enhanced Alumni Programming
- Refined Marketing and Events
- Foundation Board Development



Update on Advancement Initiatives

- Enhanced Parent Programming
- Advance M.I.A.M.I. Women's Initiative
- Annual Fund Matching Program
- Increased Student Involvement



Advancement Initiatives

Development Staff Metrics

Visits with \$100K and up rated prospects

- FY'13: 39%
- FY'14: 50%

Average ask:

- FY'13: \$206,478
- FY'14: \$305,545



Advancement Initiatives

Development Staff Metrics

ROI – cost to raise a dollar:

- FY'14 was 13.6 cents
- FY'13 was 14.3 cents
- FY'12 was 15.5 cents



Advancement Initiatives

Enhanced Stewardship

- Post-Campaign plan close to completed
- Many visits by the Hodges completed
- Development staff making good progress
- Rolling out lifetime giving societies this fall



Advancement Initiatives

Enhanced Alumni Programming

- Cincinnati Plan successful
- Reviewing our membership dues program
- Comprehensive review underway with direct input from the Alumni Board



Advancement Initiatives

Refined Marketing and Events

- Centralized “events procedures” working well
- Armstrong Student Center dedication and Campaign celebration gala successful
- Marketing *crisper* – Giving Tribute Gala Edition



Advancement Initiatives

Foundation Board Development

- Adding four new members this fall – other potential members identified
- Strategic Plan to be congruent with the 2020 Plan
- Revamped Governance structure



Advancement Initiatives

Enhanced Parent Program

- “Family Fellows” program still growing at \$10,000 annual level of support

Advance Miami Women Initiative

- Extremely well received
- Making a permanent part of Advancement



Advancement Initiatives

Annual Fund Match Program

- FY'14 Match: \$1.9 million (up 36% from FY'13)
- Invested in REEHER to further segment markets
- Will continue to reinstitute the mach

Increased Student Involvement

- Senior Class Gift – FY14: \$63,764 (1,126 donors, 33.1% giving rate)



Thank you!



DIVISION OF UNIVERSITY ADVANCEMENT