

Miami University
Board of Trustees Academic/Student Affairs Committee
September 18, 2014, 8:00 a.m. – 11:30 a.m.
King library

1. Executive Session – (begins at 8:00a.m; 10 min)

- a. Confer with Counsel

2. Public Business Session

- a. Chair, Bob Shroder - (5 min)

Approval of the prior meeting's minutes – Attachment A

Resolution, Amendments to the Regulations of the Board of Trustees, Attachment B

- b. Student Trustees - (5 min)

- c. ASG Updates, Kirsten Fowler – (5 min), Attachment C

- d. University Senate Update, Dr. Bryan Marshall, Chair, Senate Executive Committee - (5 min), Attachment D

3. Student Affairs Reports

- a. Vice President's Update – (10 min), Vice President Jayne Brownell

Resolution – Affirmation of Appointment, Dr. Michael Curme as Dean of Students, Attachment E

- b. Serving Diverse Populations – (30 min), Gerald Yearwood, Sr. Administrative Director, Office of Diversity Affairs, Attachment F

Written reports:

- a. Student Affairs "Good News" - V.P. Student Affairs, Attachment G

- b. Campus Safety/Office of Ethics and Student Conflict Resolution Report, Susan Vaughn, Director of Ethics and Student Conflict Resolution, Attachment H

- c. Student Housing, Brian Woodruff, Director of Housing Contracts and Meal Plans, Attachment I

- d. Student Activities and Programing, Jenny Levering, Director, Student Activities, and Cliff Alexander Office of Fraternity and sorority Life, Attachment J

4. Enrollment Management and Student Success

- a. Vice President's Update – (10 min), Vice President Michael Kabbaz

- b. Enrollment and Scholarship Update, VP Michael Kabbaz – (25 min), Attachment K

- c. Regional Campus Update, Dean Mike Pratt, CPSAS – (15 min), Attachment L

Written reports:

- a. Enrollment Management and Student Success "Good News" – VP EMSS, Attachment M

BREAK – (10 min)

5. Academic Affairs

- a. Provost's Update – (10 min), interim Provost Raymond Gorman

Resolution – Conferring of Degrees, Attachment N

Resolution – Honorary Degree, Attachment O

- b. Libraries Update, Dean Jerome Conley – (25 min), Attachment P

Written reports:

- a. Academic Affairs "Good News" – Provost, Attachment Q

- b. Accreditation Update, Assoc Provost Carolyn Haynes, Attachment R

5. Other Items

Presentation:

Campus Diversity Update, Assoc VP for Institutional Diversity Ron Scott – (25 min), Attachment S

Adjourn for a Tour and Event:

Tour - Office of Research for Undergraduates, King Library, Dean Jerome Conley, (20 min)

Event – Office of Research for Undergraduates, Official Ribbon Cutting (11:30am)



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**BOARD OF TRUSTEES
MIAMI UNIVERSITY
Minutes of the Academic and Student Affairs Committee Meeting
June 19, 2014
Marcum Conference Center**

The Academic and Student Affairs Committee of the Miami University Board of Trustees met on June 19, 2014 in the Marcum Conference Center, on the Oxford campus. The meeting was called to order at 8:00 a.m. by Committee Co-Chair Sue Henry. Also attending were Co-Chair Robert Shroder and Committee members David Budig, Don Crain, Terry Hershey, and Sharon Mitchell, along with Trustees Jagdish Bhati, Mark Ridenour and Stephen Wilson, and National Trustees John Altman and Mike Armstrong. Committee member Dennis Lieberman was absent, as was Student Trustee Graham Bowling.

In addition to the Trustees, Bobby Gempesaw, Provost and Executive Vice President for Academic Affairs; Jayne Brownell, Vice President for Student Affairs; and Ray Gorman, Associate Provost and interim Provost (beginning 1 July, 2014), were in attendance. Also present to address agenda items or to provide support, were: Deedie Dowdle, Associate Vice President for Communications and Marketing; Michael Kabbaz, Associate Vice President for Enrollment Management; Carolyn Haynes, Associate Provost; Scott Walter, Assistant Vice President for Student Affairs; Steve Wyatt, Chair of the University Senate Executive Committee; Bryan Marshall, Chair elect of the University Senate Executive Committee; Mike Goldman, Director, Career Services; Will Atkins, Associate Director Cliff Alexander Office of Fraternity and Sorority Life; Cole Tyman, President, Associated Student Government; Dan Stewart, Chair, Student Senate, Claire Wagner, Director of University News and Communications; and Ted Pickerill, Secretary to the Board of Trustees; as well as several others attending to observe or assist.

Public Business Session

The meeting opened with the Public Business Session.

Announcements

Chair Sue Henry opened the public session and welcomed everyone to the meeting.

Student Trustees

No student trustees were present.

Associated Student Government

Chair of the Student Senate, Dan Stewart, reported for ASG Secretary Kirstin Fowler, who could not attend. During his remarks, Mr. Stewart thanked Committee Chair Sue Henry and National Trustee Mike Armstrong for their service to Miami and support of Miami students.

Mr. Stewart's written report is included as Attachment A.

University Senate

Professor Steve Wyatt, Chair of the University Senate Executive Committee, introduced Dr. Bryan Marshall, Committee Chair for the upcoming academic year.

Professor Wyatt's written report is included as Attachment B.

Resolution, Creation of a New Division

Secretary to the Board, Ted Pickerill, presented for consideration by the Committee, a resolution to create a new Division, the Division of Enrollment Management and Student Success. The Division would work closely with Academic Affairs and Student Affairs, and would have responsibility for enrollment management, including admission, financial aid, the bursar, and the registrar. The Division would also have responsibility for the coordination of retention and student success initiatives.

Trustee Shroder moved, Trustee Mitchell seconded and by unanimous voice vote the Committee recommended approval by the full Board of Trustees.

The resolution is included as Attachment C.

Academic Affairs Reports

Provost's Report and Resolutions

Provost Gempesaw thanked the Board for their service, with special thanks to Chair Sue Henry and National Trustee Mike Armstrong, whose terms end on June 30, 2014. Provost Gempesaw also stated that following his departure to become President of St. John's University in New York, Associate Provost Ray Gorman will serve as interim Provost.

Retention

Associate Vice President Michael Kabbaz and Associate Provost Carolyn Haynes updated the Committee on retention. They outlined some of the efforts, which include:

First year experience course (UNV101, I Am Miami. The course will be piloted in the Fall, with 12 sections. Full Implementation is planned for Fall 2015.

Comprehensive advisor training plan

Online tools and support for advising; uDirect and MyAdvising online systems will be able to assist students and advisors.

Identification of areas for greater intervention

The threshold for midterm grades has been raised to so they are now required for all students with 45 hours or less (previously it was only 16 or less).

The College of Arts and Science and the College of Professional Studies and Applied Sciences have partnered with the Educational Advisory Board and their Student Success Collaborative which combines technology and best practice research, to aid advising. The system incorporates student information, job market information, etc., to advise for student success - allowing early intervention, and a greater ability to solve systemic issues. This is in a pilot stage and an update will be provided in the future.

The proposed new Division for Enrollment Management and Student Success would enhance partnerships, coordination, and retention. The Division would manage the one stop shop (Enrollment Center). The Center consolidates the front-facing services of the Bursar, Registrar and Student Financial Assistance. The total care model, will reference students to those who can help and will follow up. The service also includes an online component which can quickly address many issues for students, without the need to visit in person.

The retention report and presentation are included as Attachment D

Enrollment Management Update

Associate Vice President Michael Kabbaz updated the Committee on the status of the Fall 2014 cohort. The goal of 3,600 students has been achieved, and the following profile obtained:

27.6 ACT, up from 27.5

66% vs. 67% acceptance

12.8% vs. 13.3% diversity

43.9% vs. 39.5% out of state

22.5% vs. 25.1% yield. The decreasing yield is a national trend, and the best way to address the issue and ensure that class size and quality are not impacted is to grow the pool of interested applicants.

Honors profile - 32.8 average ACT

ACE- 10% yield increase 223 confirmed, exceeding the 150 goal

Transfers - 188 against a 300 goal; must continue focus on developing articulation agreements.

The Oxford Pathway (TOP) - 46 students, which should exceed the goal of 35 relocations to Oxford in Spring 2015.

Mr. Kabbaz also reported that average Miami student loan debt has decreased slightly and is below both the national average and the Ohio average. He also reported the Miami tour book has been very well received; stating it puts our best foot forward, with an emphasis on the campus. Merit scholarships have been adjusted to create bands, and the High School GPA minimum has been reduced to capture students with strong AP performance and ACT scores, making Miami a possibility for those students – thus growing the pool of interested and qualified applicants.

Mr. Kabbaz's presentation is included as attachment E.

Academic Affairs Written Reports

In addition to the presentations, the following written reports were provided:

- Academic Affairs "Good News" - Bobby Gempesaw, Provost, Attachment F
- Academic Integrity Initiatives (joint with Student Affairs), Susan Vaughn, Director of Ethics and Student Conflict Resolution, and Brenda Quaye, Coordinator for Academic Integrity, Attachment G
- Student Debt, Brent Shock, Director, Student Financial Assistance, Attachment H
- SPTF 6, Academic Initiatives, Carolyn Haynes, Associate Provost for Undergraduate Education, Attachment I
- SPTF 16, 17 and 18, Academic Hiring, Associate Provost Carolyn Haynes, Attachment J
- Global Miami Plan Update, Professor John Tassoni, Attachment K

Student Affairs Reports

Vice President for Student Affairs Update

Dr. Jayne Brownell, Vice President for Student Affairs, updated the Committee on the Student Affairs Division. She stated the Division is focused on students, dedicated and committed; the Armstrong Student Center has been a positive addition and student involvement on campus is strong. The Division is however siloed, but they are working to create a greater sense of overarching purpose. The current staff is stretched in addressing many areas, in particular alcohol, sexual abuse, mental health, social apprehension, and the calendar does not allow for significant planning time.

Looking ahead, there will be reorganization, to become more forward looking, with logical reporting lines, and shared resources. They will work to build a culture of collaboration, creating a comprehensive framework to address matters, such as; high use alcohol abuse, sexual abuse prevention initiatives, Living Learning Communities, second year programs, Greek life, and expanded bystander training.

Greek Life

Will Atkins, Associate Director Cliff Alexander Office of Fraternity and Sorority Life provided an update to the Committee. Mr. Atkins presented the Community Advancement Plan, which requires fraternity and sorority programming around the five pillars. The report showed, as of Fall 2013, 39 in compliance, 11 not at standards. He explained the plan is new, and most of the out-of-compliance issues are a failure to plan, not serious behavioral issues; his office expects most of the out-of-compliance conditions to be corrected. Out-of-compliance fraternities and sororities have one year to meet standards, if they do not, they will no longer be recognized. To regain recognition, a reinstatement plan will be required.

Mr. Atkins was questioned about faculty advisors, and their level of commitment and support, and university recognition of their service. He stated the fraternities and sororities have faculty advisors and chapter advisors. He also stated there is training for the faculty advisors, and all are aware of the standards.

Mr. Atkins report and presentation are included as Attachment L.

Student Wellness

Vice President Brownell addressed the Committee regarding student wellness. She emphasized efforts to address alcohol abuse, efforts include:

- Alcohol.edu
- Increased self-policing by fraternities and sororities
- Increased on-campus evening programming
- Promotion of the Rec Center as an alcohol free alternative
- Bystander training
- The Good Samaritan policy
- Partnering with Rose Marie Ward, Miami faculty member and expert on health behavior change in college students.

Areas which require improvement include:

- Reducing siloed initiatives
- Promoting coordinated effort
- Promoting consistent messaging
- Increasing follow through after initial education

Dr. Brownell stated there is a gap in the data, with a lack of information regarding sophomore, junior and senior student behaviors. Her Division will be working to close the gap and obtain this information, which will help determine if behaviors noted as freshman continue on in a student's following years.

Dr. Brownell stated that Miami's problems are not unique, they are nationwide, and that it is a problem which renews itself every year as each new group of freshmen arrive. Addressing alcohol abuse therefore takes a community effort. A problem which is unique to Miami is geographic, that is, the areas of drinking are concentrated in Oxford, not dispersed as at other colleges. This visibility makes drinking appear to be the norm.

Dr. Brownell then presented next steps, which include an environmental review by a consultant, and formulation of a working group to act on the consultant's recommendations. Also planned is the creation of a standing, ongoing committee, and working with the community. Other initiatives include; agreement on a workable, overall campus message, the creation of new materials for students and parents, connection with those students indicating they desire alcohol free events, expansion of bystander education, review of the data to be acquired regarding upper-class behavior, and the continue rollout of I Am Miami.

There was discussion on the steps and the suggestion that Vanderbilt's program be reviewed as a benchmark. It was also requested that the cost of alcohol abuse, to the University, be measured, and that Miami ensures the risks of excessive drinking are assessed.

Vice President Brownell's presentation is included as Attachment M.

Career Services

Mike Goldman, Director, Career Services, provided an update to the Committee. Mr. Goldman outlined the worldwide talent gap, growing job markets, and the need to align curriculum to prepare students.

He stated there are disruptive forces which include: competition, changing demographics, increased debt load, alternate technologies, and new value propositions. He also stated that they are finding it to be of benefit if students entering the job market can write computer code.

He also discussed the booklet "Telling your own story" which students are provided to aid them in relating experiences to skills, and the creation of a more powerful and meaningful resume, along with an enhanced ability to showcase their skills during interviews.

Mr. Goldman's presentation is included as Attachment N.

Student Affairs Written Reports

In addition to the presentations, the following written report was provided:

- Student Affairs "Good News" - V.P. Student Affairs, Attachment O

Other Items

Chair Sue Henry, whose term as a National Trustee expires on 30 June, 2014, was recognized by many in the room and she received a round of applause from all present.

Additional Written Reports

The following additional written reports were submitted for Committee review:

- Construction Update, Cody Powell, Associate Vice President for Facilities, Planning and Operations, Attachment P
- Advancement Update, Tom Herbert Vice President for Advancement, Attachment Q

Adjournment

With no other business coming before the Committee, the Chair adjourned the meeting at 11:20 a.m.



Theodore O. Pickerill II
Secretary to the Board of Trustees



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September 19, 2014
Other Business

RESOLUTION R2015-xx

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:

**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."

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

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 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, and the Board Chair will, prepare a formal letter of appointment and will update the Ohio Secretary of State's roster of Officers, with notification to the Governor of Ohio.

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

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 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 ~~Chair and 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 ~~in a book to be kept for the purpose~~; 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 adopted by Board Resolution R2005-20 (and as it may be hereafter amended, including Resolutions R2007-46, R2010-32, and R2011-66).~~ Specifically ~~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 ~~as provided in Board Resolution R2005-20 (and as it may be hereafter amended, including Resolutions R2007-46, R2010-32, and R2011-66 and R2014-10).~~ The Committee shall also meet as stipulated in its Charter as provided in Board Resolution R2005-20. The time, date, and location of the meetings are to be set by the Chair in consultation with the other members of the Committee and staff. The principal liaison to the Finance Committee is the Vice President for Finance and Business Services. Additional staff members will be called upon as needed for specific reports to the 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, ~~and~~ student affairs, and enrollment management and student success initiatives and plans of the University ~~as delegated by the Board of Trustees in the Academic and Student Affairs Committee Charter as adopted by Board Resolution R2011-30 (and as it may be~~

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ARTICLE II: MEETINGS AND ORGANIZATION OF THE BOARD OF TRUSTEES

~~hereafter amended).~~ 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, ~~as provided in Board Resolution R2011-30 (and as it may be hereafter amended). The Committee shall also meet as stipulated in its Charter as provided in Board Resolution R2011-30. The time, date and location of the meetings are to be set by the Committee Chair in consultation with the other members of the Committee and staff.~~ The principal liaisons to the Academic and Student Affairs Committee are the Provost and Executive Vice President for Academic Affairs, ~~and~~ the Vice President for 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.

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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 165. 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.

10

**ARTICLE II: MEETINGS AND ORGANIZATION OF THE
BOARD OF TRUSTEES****| Section 176.****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. ~~Upon satisfactory completion of the prescribed course of study, a student shall be entitled to receive the degree appropriate to his or her attainment.~~

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~~after consultation with the Provost, and with the ~~approval~~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 ~~upon nomination of the President~~ and 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.

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

The Vice President for Finance and Business Services and Treasurer shall be appointed by the President and elected by the Board of Trustees ~~upon nomination of the President~~. 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 ~~upon nomination of the President~~ 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 ~~upon nomination of the President~~ 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 ~~upon nomination of the President~~ and shall be responsible for the development, implementation, and administration of the University's information technology infrastructure and computing systems.

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

Section 8. Vice President for Enrollment Management and Student Success

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

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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 810. 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 911. 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

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

principal administrative officers, subject to approval by the Board of Trustees.

Section 120. 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 131. 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 142. Signature Authorization for Provost and Vice President for Finance and Business Services.

~~In the absence of the President, the Provost and Executive Vice President for Academic Affairs or the Vice President for Finance and Business Services and Treasurer of the University are authorized to sign in their official capacities (their own name) all necessary contracts, documents and papers pertaining to the operating needs of the University.~~

~~The Provost and Executive Vice President for Academic Affairs and the Vice President for Finance and Business Services and Treasurer are authorized to delegate to other appropriate administrative personnel of the University their authority to sign on behalf of the University all necessary documents and papers pertaining to the operating needs of the University, provided that such delegation of authority is in writing~~

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ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

~~and on file in the Office of the Secretary to the Board of Trustees
(Resolution of the Board of Trustees R86-42).~~

Section 12. 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)~~ ~~(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 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,

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ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

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, 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:

- a. 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.;
- b. 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

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

million, whichever is less, and an appropriate report is made to the Board's Finance and Audit Committee at its next regularly scheduled meeting.

c. 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, 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

ARTICLE IV: ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

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 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.

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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~~ of the unclassified administrative staff are subject to approval by the President ~~and Board of Trustees~~. These policies are enumerated in the Miami University Policy and Information Manual.

Section 2. ~~The Board authorizes the President (or such persons as the President may designate) within the budgetary resources of the University, to employ members of the unclassified staff (instructional and administrative) to meet the operating needs of the University.~~

Section 3. 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.

Section 4. ~~The Board designates the President (or such persons as the President may designate) as the appointing authority for classified employees.~~

Section 5. ~~The Board designates the President (or such person as the President may designate) as the appointing authority for law enforcement officers.~~

Section 6. ~~All employees of the University shall be employed in the civil service of the State of Ohio in accordance with law and regulations governing such service.~~

Section 7. ~~For purposes of determining the effective date of retirement, the provisions of the State Teachers Retirement System or the Public Employees Retirement System, whichever is applicable to the individual case, will prevail.~~

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, ~~and adoption by the Board.~~
- 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. ~~The Board of Trustees must approve all capital expenditures over \$1,000,000.00 and individual change orders with a total cost of \$100,000.00 or more.~~

Section 3. ~~The President shall submit a report of all financial transactions of the University as scheduled by the Board at regular or special meetings of the Board.~~

Section 4. In accordance with University policy, as approved by the President, the University may accept gifts.

Section 5. 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~~prior written authorization from the President.

Section 6. 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 7. 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.

ARTICLE XI: BUDGET AND FINANCIAL ADMINISTRATION

Section 8. 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.

Section 9. ~~The Board delegates to the Vice President for Finance and Business Services and Treasurer and the Associate Vice President for Finance and Business Services the authority to negotiate and sign contracts on behalf of the University, subject to those certain restrictions imposed by Resolutions of the Board of Trustees (R84-59, R89-11, and R2000-5) as those restrictions may, from time to time, hereafter be amended by the Board.~~

~~The Board authorizes any of the following officers of the University: 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, in the name and on behalf of the President and Trustees of the Miami 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.~~

Section 10. ~~All agreements, contracts, leases, and other instruments involving the acquisition or conveyance of any interest in real property, including granting easements and rights of way, but excluding short term rental of University facilities, must be individually and specifically approved by the Board of Trustees.~~

30

ARTICLE XII: BUILDINGS

Section 1. ~~The construction of all buildings and other structures shall be authorized by the Board.~~

Section 2. All buildings shall be carefully maintained in as good state of operation as possible from the funds authorized for this purpose.

Section 3. 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: LAND RENTS AND LEASES**Section 1.**

~~All lands of Miami University, in Butler County, having been leased under former ordinances and regulations, the amount of such land rents now existing on each tract is hereby approved subject to the following rules:~~

- ~~A. Any division of an existing lot or separate tract shall be approved by the Secretary to the Board and such approval noted upon a plat thereof which shall be filed with the Secretary if in the opinion of the Secretary it is necessary. Such approval shall also be noted on any plat of any platted subdivision before presentation to other proper officers of Butler County for transfer and record.~~
- ~~B. The rent on every tract shall be not less than \$1.00 per year.~~
- ~~C. In all cases where the original tracts or lots heretofore leased, or which may hereafter be leased by the trustees of said University, have been or shall be subdivided by the lessees or their assignees, and are now, or may be held by two or more occupants, whether lessees, or assignees, or both, said occupants, by application to the proper officer, whose duty it is to keep the books or records of said lands, may have their lots or subdivisions so held by them, entered separately on the books of said corporation, upon such terms and conditions as to rent and otherwise, as may be agreed upon between them and the trustees of the University, and thereafter the amount of rent so fixed upon each subdivision shall be levied in the name of the owner or occupant thereof, and shall be collected in the same manner, and each subdivision shall be subject to the same liens and restrictions that are now imposed by law on entire lots or tracts of land, the leases for which had been granted in conformity with the provisions of "An Act to Establish the Miami University," passed February 17, 1809: Provided, that no such entry or transfer shall be made except upon application of all the parties concerned in such subdivision; and, provided further, that the expense of such entry and transfer shall first be paid by the person making application for the same; and, provided, further, that the trustees in making such subdivisions shall not be bound to apportion among them the original rent, but may increase the same, and shall in no case agree to a rent of less than one dollar per annum for any subdivision.~~
- ~~D. A fee of \$1.00 shall be charged for opening a new account on each new tract created by division of an existing tract.~~

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ARTICLE XIII: LAND RENTS AND LEASES

~~E. In any case in which a small tract is separated from one tract and joined to an adjoining tract and will for all intents and purposes become part of that tract and the proportionate value is less than \$1.00, it may be merged with the receiving tract on the land rent records and the annual rent of the receiving tract increased by \$1.00.~~

~~F. The Secretary shall not record such deeds presented to him but shall enter the transfer upon his records and indicate such fact with an approval for record on such document, upon payment of a transfer fee of 25 cents for each tract.~~

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~~Section 2. All land rents due the University shall be due and payable to the Treasurer of the Board of Trustees at the office of the Secretary to the Board of Trustees at any time between March 1 and March 31 of each year.~~

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~~Section 3. Delinquent lands shall be assessed a penalty of 10 percent which shall be collected as interest at time of payment.~~

~~Section 4. When the rent upon any lot or tract of land shall be in arrears and delinquent for a period of three (3) months, a written notice thereof shall be mailed by the Secretary to the owner at his last known address as shown on the records in the office of the Secretary requiring payment within ten (10) days.~~

~~Section 5. Not less than thirty (30) days after mailing the notice mentioned in 4 above, the Secretary shall issue an execution to the Collector describing the lot or tract, the name of the owner of record, and the amount of rent and penalty due, and directing such Collector to levy upon goods and chattels of such delinquent lessee for the payment thereof, together with costs. For want of goods or chattels, whereon to levy, or if such goods and chattels shall not be sold for want of buyers, the Collector shall levy upon the lot or lots, of such delinquent lessee for the collection of the rents due, upon which the execution may have been issued, and shall advertise the same for sale, by setting up four advertisements at the most public places within the township, giving at least thirty (30) days' notice of the time and place of sale, and if the rents together with the costs remain unpaid on the day of sale, he shall proceed to sell the term of the lessee, in such lot or lots to the highest bidder. Provided, that such term in said lot or lots shall sell for so much as will pay all rents due upon such lot or lots, with interest and costs, and if there should be no buyers, or the term in such lot or lots~~

ARTICLE XIII: LAND RENTS AND LEASES

~~should not sell for so much as will pay all rents due thereon, with interest and costs, such lot or lots shall revert to Miami University, and the Collector shall at the expiration of forty (40) days from the day of the issuing of any execution as aforesaid, return the same to the Secretary with an endorsement made thereon, stating the manner in which the same may have been executed, or that the lot or lots have reverted as aforesaid, and the Secretary shall record the same, which return and record shall be sufficient authority for the corporation to make a new lease subjecting the new lessee to the condition and provisions contained in the lease of the delinquent, and the Collector shall, after deducting from the proceeds of sale, the rents, interest, and costs pay the residue, if any there be, to the original lessee or proprietor.~~

Section 6. ~~In case any lot or tract which shall have been offered for sale shall not be sold for the amount of rent, penalty, and costs due thereon, the Collector shall forthwith re-enter and take possession thereof for the use of the University. In such case a transcript of the proceeding shall be prepared by the Collector and transferred upon the land records of the University, and recorded in the office of County Recorder, showing title thereto in Miami University.~~

Section 7. ~~The Collector shall be elected annually by the Board to serve until his successor shall have been elected and qualified. Before entering upon his duties the Collector shall take an oath of office and give bond with a surety company in an amount of \$1,000.00, conditioned for the faithful performance of his duties. The bond shall be approved by and filed with the Treasurer of the Board. The Collector shall turn over to the Treasurer within thirty (30) days after receipt any monies which shall come into his hands by virtue of his office.~~

Section 8. ~~The costs to be collected by the Collector in proceedings brought by him are:~~

- ~~A. Preparation of execution — \$.75~~
- ~~B. Service of execution — .80~~
- ~~C. Return of execution — .20~~
- ~~D. Preparation of legal notice of sale 2.50~~
- ~~E. Conducting sale — 2.50~~
- ~~F. Return of sale — .80~~
- ~~G. Preparation of transcript — 2.50~~

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ARTICLE XIII: LAND RENTS AND LEASES

Section 9. ~~In all cases wherein land has reverted to the University by reason of proceedings under this part (or provision), the land may be held by the University for its own use, or may be rented for income purposes other than land rent, at such rental as the Board may direct.~~

ARTICLE XIV: 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 ~~Central Collegiate~~ National Collegiate Hockey ~~Association—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

ARTICLE XIV: INTERCOLLEGIATE ATHLETICS

| support and health, academic integrity and progress, equity, including Title IX, and NCAA, MAC, and ~~CCHA~~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 XV: 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 XV: HONORARY DEGREES

categories may be submitted for the academic year to be divided among the December ~~and~~ May ~~and August~~ 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~~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 XV: 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 XVI: 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 ~~lower~~-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 XVII: 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.



ASSOCIATED
STUDENT
GOVERNMENT

Kirsten Fowler
Secretary for Academic Affairs
Associated Student Government
fowlerkk@miamioh.edu

TO: Board of Trustees Academic/Student Affairs Committee
FROM: Kirsten Fowler
DATE SUBMITTED: September 4, 2013

Ladies and Gentlemen of the Board,

The Associated Student Government is thrilled to be back in Oxford and has already begun work for this year. Over the summer, members of the Executive Cabinet worked hard at home and in Oxford to prepare for this year, and we have already started working on several initiatives.

Elections for members of the Student Senate have just completed, and we are very excited to work with both the On- and Off-campus Senators this year to continue to serve the needs of the student body. Senators will be working with members of the Executive Cabinet on issues including:

- Academic advising
- Student safety
- Parking
- Housing/Dining
- Sustainability (including bike sharing)
- Alcohol
- The I Am Miami initiative
- And more.

As Secretary for Academic Affairs, my main initiative will be academic advising. I have already had several productive meetings with members of administration and numerous constructive conversations with students and members of ASG about advising. We hope to create a more comprehensive model of advising to encompass all aspects of student life, including academics, career, and personal advising. One of the major aspects of advising ASG will be pushing for is the creation of a peer advising system. We believe that as a supplement to professional and faculty advisors, trained peer advisors can provide an added value to a student's advising experience. Furthermore, I will also be working on improving J-Term class options, looking at Force-Add options for students, and examining how Advanced Placement (AP) credit is awarded.

At the end of each semester, ASG sweeps back any unused money that we allocated to over 400 student organizations. This year, we decided to use some of the money we swept back at the end of last semester to complete some of the unfinished projects in the Armstrong Student Center that required funding. ASG contributed to the completion of the following projects:

Associated Student Government - Armstrong Student Center Financial Support Outline	
<i>Description of Expense</i>	<i>Estimate from ASC</i>
Video Wall Upgrades in Eating Area	\$20,000.00
Portable Wireless microphone case for Wilks & Pavilion	\$1,500.00
Moving of door to meeting room	\$2,500.00
Trash Can for ATM	\$800.00
2nd Floor restroom sign	\$200.00
Glass Door lettering for SEAL	\$750.00
Additional student org tables	\$3,750.00
Table Skirts for Pavilion	\$339.00
Recycling cans	\$300.00
Water Bottle filling stations	\$8,000.00
<i>Total</i>	\$38,139.00

ASG looks forward to working with the Board of Trustees and the administration this year. I am excited to present this committee with the legislation passed by Student Senate and the reports of Cabinet as the year progresses. As always, please let me know if I can ever be of assistance.

Love & Honor,

Kirsten Fowler
Secretary for Academic Affairs

**EXECUTIVE COMMITTEE of UNIVERSITY SENATE**

Bryan Marshall, Chair

Terri Barr, Chair-elect

University Senate Website: www.MiamiOH.edu/senate/

September 4, 2014

To: Board of Trustees, Academic and Student Affairs Committee

From: Bryan Marshall, Chair, Executive Committee of University Senate

Executive Committee of University Senate membership:

- Bryan Marshall (political science), Chair of Executive Committee
- Terri Barr (marketing), chair-elect of Executive Committee
- Susan Brehm (speech pathology and audiology), at-large member
- Cole Tyman (Student Body President), undergraduate
- Nathan Schaad, graduate student
- Raymond Gorman, Interim Provost, Chair of University Senate
- Carolyn Haynes (Associate Provost), Secretary of University Senate

Dates University Senate is scheduled to meet during the 2014-2015 academic year:

2014	2015
September 8	January 26
September 22	February 2
October 6	February 16
October 20	March 2
November 3	March 16
November 17	March 30
December 1	April 6
	April 13
	April 20
	April 27
	May 4 (tentative)

At the final meeting of the 2013-2014 academic year, Senate confirmed appointments to standing and advisory committees of Senate and authorized Executive Committee to confirm additional nominations made during the summer months. The standing committees of Senate have broad responsibilities and conduct the continuing and regular business of Senate; the advisory committees are charged with the responsibility to advise appropriate administrators and to report to University Senate on the state of the institution in the policy area for which the committee is responsible. The business of Senate is managed by the Executive Committee as it receives items from Senate committees and the University community. Special reports will be scheduled throughout the year to inform Senate of items of importance to the University.

At the September 8, Senate meeting, Senate will consider a nomination for an honorary degree. Senate's recommendation will be forwarded to the President and the Board of Trustees who has the authority to grant honorary degrees from Miami University. Senate will hear reports from:

- Learning Management System Update - Beth Rubin, Assistant Provost for e-Learning.
- Enrollment Update – Susan Schaurer, Interim Director of Admission and Enrollment.
- Division of Enrollment Management and Student Success- Michael Kabbaz, Vice President.
- Benefits Update – Dawn Fahner, Director, Benefits Services.

The following are items of business Executive Committee anticipates Senate will discuss during the academic year: new degrees, winter term ad hoc committee report, global initiatives, and global studies unit (implementation of SR 14-01, Consolidation, Partition, Transfer, or Elimination of Academic Divisions, Departments, or Program; Todd Bailey, Process Coordinator).



BOARD OF TRUSTEES
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(513) 529-6225 MAIN
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WWW.MIAMIOH.EDU

September 19, 2014
Academic and Student Affairs

RESOLUTION R2015-xx

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

Michael A. Curme
as
Dean of Students

effective July 1, 2014.

Office of Diversity Affairs

Gerald Yearwood
DIRECTOR



MIAMI UNIVERSITY

Mission Statement



Miami University Office of Diversity Affairs is responsible for the development and implementation of programs, activities, and procedures designed to enhance the academic success, retention, and personal development of diverse student populations.

ODA embodies a commitment to diversity/multiculturalism as expressed through ability, age, ethnicity, gender identity, race, sexual orientation, and socioeconomic differences.

History



1969

Office of Black Student Affairs (OBSA), housed with the Education Opportunity Program, a federally funded program.

Mission: to meet the educational, social and professional development of black students.

1971

Office name changed to Office of Minority Student Affairs (OMSA)

OMSA included the Multicultural Center, fraternities and sororities, and Black Student Action Association meeting spaces

1973

Office of Minority Affairs Office designation changed to Educational Opportunity Office.

Programs and activities were developed for Black students.

1980

The number of African American students increased significantly. Office of Minority Affairs moved from Division of Student Affairs to the President's Office and combined with the Office of Affirmative Action to become the Department of Affirmative Action and Human Resource Development.

1980

The department consisted of the Office of Minority Affairs, Women's Issues, Disability Services, Upward Bound, and the Center for Black Culture and Learning. These offices addressed the issues of faculty, students and staff.

Location: Bishop Hall.

2001

The Office of Minority Affairs
became the Office of Multicultural
Student Enrichment

2005

The Office of Multicultural Student
Enrichment became the Office of
Diversity Affairs

Location: Warfield Hall

2006 | The Office of Diversity Affairs Moved
to Kreger Hall

2009 | The Office of Diversity Affairs moved
to Shriver Conference Center

Programs



PROGRAMS

MADE @ Miami Mentoring,
Achievement, Diversity, Excellence

Men and Women of African Descent
Dinner

MLK Celebration and Day of Service

Let's Talk Dialogues

PROGRAMS

Connection Coach Peer Mentor Program

Backpack 2 Briefcase

Multicultural Leadership Conference

Blinded

PROGRAMS

Immersion Experiences

Safe Zone Program Trainings for
Students, Faculty, and Staff

Horizon Graduation Ceremony/Lavender
Graduation Celebration

Realities





Reaching out to International Students



Creating a multicultural environment
that sets the course for “I Am Miami”



Institutional structure and support
that will affirm our LGBTQ students

Implementation of Transgender Guidelines



Professional Development

Yvania Garcia-Pusateri

Asst. Director/Coordinator Diverse Student Dev.

Janine Todd

Program Associate

Juanita S. Tate

Director, Divisional Initiatives

Shevonne Nelson

Asst. Director/Coordinator LGBTQ Services

Gerald Yearwood

Director





Armstrong Student Center, Room 2030A

Student Affairs Good News September 2014

Summer Accomplishments and Highlights

Armstrong Student Center

- With great appreciation for the work of Conferences Services, the Armstrong Student Center hosted events during seven summer conferences held in in July and August.

Career Services

- Career Services is launching a new program this fall called the Early Career Exploration Series. The program encompasses five industry clusters and will feature alumni from different majors who have built successful careers in each cluster.
- The Humanities Works Committee, formed last year by the Humanities Center and Career Services has been converted to an employer development committee, enabling faculty committee members to receive stipends from the State of Ohio internship grant awarded to the university in spring 2014. The committee's purpose is to develop 4-year career development plans for students within the Humanities and partner with employers that recruit Humanities majors.
- Career Services, in collaboration with The College of Arts and Science (CAS) and Second Year Programs, sponsored the second annual LEAP program for CAS students. The program is an intensive, 3-day workshop designed to explore career goals and teach career development skills. The program includes site visits to a technology (GE), industrial (David J. Joseph) and retail (Kohl's) company.
- In collaboration with university Advancement, Corporate Relations and the Alumni Association, Career Services hosted a career networking event in Cleveland for juniors and seniors interested in internships and full-time employment opportunities in the Cleveland area. Over 120 students attended.
- A new Career Services microsite for graduate students went live, providing students with the resources they need to pursue academic and non-academic career paths. The site was designed in collaboration with the Graduate School.
- In collaboration with university Advancement, a special fund to support internships in Detroit has been created. Career Services will manage the student application process.
- Three new career development workbooks have been created to support in-classroom instruction: Telling Your Story helps students translate the skills they have acquired at Miami into an employer elevator speech and prepare for behavioral interview questions. Mapping Your Miami Journey helps students align their interests with potential career paths and connect both to short and long-term goals at Miami. This workbook is being used in the new First Year Experience Program. The Value of Service in Your Career Search helps students translate their service and service learning experiences into real world skills valued by employers. This last booklet was created in collaboration with the Office of Community Engagement and Service.

Community Engagement and Service

- Cost savings strategies continued: Negotiated 2nd year agreement with Public Allies Cincinnati, which provides OCES with a staff resource at a total cost of ~\$11K
- Hired Miami alum, Ian Free, who will serve one year as OCES' Capacity Building Coordinator in the Cincinnati area

Diversity Affairs

- The MADE@Miami program kicked off on Tuesday August 19, 2014, two days prior to the full first-year move in. A total of 188 students participated in the program which included a Family Information Session, a panel that comprised of student affairs and academic affairs professionals, and an evening program for students entitled “Making Connections.” Another highlight of the program was entitled “College Life: We’re Not in High School Anymore” that was facilitated by faculty, and staff. This was one of our largest and diverse groups for the MADE program.

Disability Resources

- The Office of Disability Resources (formerly in the President's Office) and the Office of Learning Disability Services (formerly in the Rinella Learning Center) merged on July 1, 2014 within Student Affairs to become Student Disabilities Services, a one-stop center for students with disabilities at Miami.
- Student Disabilities Services will provide reasonable accommodations and services to ensure equal access to academic programs and University life at Miami.
- Student Disabilities Services is partnering closely with the Rinella Learning Center, New Student Programs, Student Wellness, and many other Student Affairs offices for a smooth transition and collaborative programming for the upcoming year.

Harry T. Wilks Leadership Institute

- The 2014 [LeaderShape Institute](#) was held May 18-23, 2014 at Camp Joy in Clarksville, Ohio. Twenty-seven Miami University students participated in this 6-day, intensive, transformational leadership experience focused on leading with integrity and vision.
- On August 18-21, twenty-five incoming Miami University first-year students participated in the 2014 U-Lead program. U-Lead is a 4-day, interactive experience where students learn about leadership through small group sessions, participate in a low and high ropes course, complete a service project, and explore opportunities at Miami and within Oxford.
- The Wilks Leadership Institute distributed 351 StrengthsQuest Assessments and provided several workshop/debriefing sessions in the month of August. Last year, in its first year of implementing StrengthsQuest Assessments on campus, the Institute distributed and debriefed 502 assessments. The Institute is well on its way to surpassing that total from last academic year. Of note, part of its August assessments included 160 Student Managers working in campus dining, the single largest group supported yet. However, we also expect to exceed that number at the Perlmutter Leadership Conference in October.

Myaamia Tribe Relations

There will be 26 Myaamia students enrolled in 2014-15.

- Ten of them are incoming students—nine 1st-year students and one transfer student.
 - Four of the students are MADE@Miami participants.
 - One is a participant in the 2014 Miami Bound: Outdoor Pursuits Experience
- This brings the total of all enrolled Myaamia students since 1991 to 102.
- One senior student has been selected to participate in the BA/MA program hosted by the Philosophy Department. His senior year will be a combination of upper level Philosophy courses leading to the MA in May 2016.
- One of the Myaamia students is an RA in Hillcrest Hall for 2014-15. This person also participated in the summer 2014 *Miami in Spain* study abroad program.
- Eight of the Myaamia students were counselors at one of the two week-long summer youth camps sponsored by the Myaamia Center. Eewansaapita in Miami, Oklahoma or Eewansaapita in Fort Wayne, Indiana.

- Two of the Myaamia students were Miami Tribe team participants in the week-long Breath of Life Archival Institute for Indigenous Languages held at the University of Oklahoma in June.
- One student has completed the EMT and Firefighting training and has joined the Oxford Fire Department squad.
- To date 6 Myaamia students have inquired about Miami for the 2015-16 academic year.

New Student Programs

- Our 16 summer orientation sessions welcomed 3,332 first-year students, and 3,831 guests, for a total of 7,163 orientation attendees from June 5 to July 3.
- Our August orientation, held August 20-21, included 91 first-years, 105 transfer students, and 181 guests (total attendance of 377). More than half of the students at August orientation were from out of state.
- Welcome Week, which is a collaboration with many offices across campus, kicked off on August 21 with an event at the Goggin Ice Center and Rec Sports Center, attended by nearly all first-year students. Welcome Week continues through September 1, and includes over 100 programs from over 40 campus departments that will introduce new students to college life, campus resources, and the city of Oxford.
- Welcome Week also includes tracks for second year and transfer students.
- Summer orientation included several new elements, including:
 - A new daily orientation schedule that starts in the afternoon of Day 1 – which will allow families to travel to Oxford on the morning of their orientation session
 - Extended interactions for Student Orientation Undergraduate Leaders (SOULs) with small groups of new students
 - Celebration of the anniversary of Freedom Summer with Freedom Summer Tours at each of the sixteen summer orientation sessions
 - The addition of an *I am Miami* vignette, which opened conversations with new students about the *I am Miami* movement and the character of the Miami community
 - Two new one-page publications for new students and family members addressing alcohol and sexual assault/sexual violence.
- This spring, we implemented a new online orientation registration system, which allowed us to better plan for individual advising at orientation by setting capacities for orientation registration by academic division.

Parent Programs

- We completed interviews for the new director of Parent & Family Programs, following the retirement of Kris Stewart who served in that role for 19 years. We anticipate having a new director on campus on October 1.

Residence Life

- During Miami's pre-orientation program held in Beijing and Shanghai this summer, 25 current Miami students, both domestic and international, assisted the Miami delegation in orienting approximately 160 incoming Chinese students and their family members. Rob Abowitz, Associate Director of Residence Life, coordinated this student involvement as part of the delegation's efforts.

Rinella Learning Center

- The Rinella Learning Center developed and started to implement the new Access Fellows program geared toward serving and supporting low-income students admitted through the Miami Access Initiative (MAI). The program will be welcoming and helping transition to Miami University over 130 new Access Fellows at the start of fall semester.

- The Scholastic Enhancement Program is welcoming 66 first year and transfer students through the program for fall 2014.
- We are pleased to announce that Christina Carrubba-Whetstine became the permanent director of the Rinella Learning Center in August. Christina did an excellent job in her role as interim director, and was the clear standout during our search process. We are excited about her new ideas for the Center, and to have her as part of our leadership team.

Second Year Programs

- Second Year Programs, New Student Programs and the Miami University Art Museum collaborated to offer our first "Out of State Student Picnic" for first and second-year students. The picnic will take place on Saturday, Aug 30.
- We have worked with Outdoor Pursuits to offer the Transfer Connections Trip for incoming transfer and second-year students. This year's trip is over Labor Day Weekend and will be going to John Bryant State Park.

Student Activities and Cliff Alexander Fraternity and Sorority Life and Leadership

- Student Activities worked closely with New Student Programs to offer many of the large scale programs for Welcome Week, including the First Night Block Party, Grillin' with the Greeks, Armstrongpalooza, and Megafair, which allowed 400 students groups to recruit new members for the fall.

Student Counseling Service

- Student Counseling Services is piloting a program for the Just in Case app. The app makes it easy to provide potentially life-saving information to students. Developed for suicide prevention, colleges can adapt the app to also offer resources to students about alcohol and other drugs and sexual assault. Miami University's app focuses on suicide prevention. The University launched the app during Welcome Week in the fall of 2013. Since then, about 10 percent of the student population has viewed the app. From August 2013 to the end of May 2014, the app has had 8,243 page views from 1,528 unique visitors. The most popular page is the page titled, "I can't cope...." and the second most popular is "I'm worried about a friend . . .".

While there is no way currently to know if more students are getting help as a result of the app, this past spring semester set a record for number of students seeking counseling service. Two classes reviewed the app and the feedback received is that they loved it because of the privacy. Students can do a mental health self-assessment privately on their phone and the app can be accessed anytime. It's a resource 24/7. The students appreciated that.

Kip Alishio, Director of the Student Counseling Service, says the latest research reports in any given year 8 to 10 percent of college students will consider suicide and about 1 percent will make an attempt. "The sooner we can connect with someone and give them an outlet to express themselves and reassure them, the much greater possibility they won't attempt suicide," Alishio says. "Early intervention is important."

Miami's Just in Case app is funded by a Garrett Lee Smith Memorial Grant for suicide prevention on college campuses. The Just in Case app was developed by eReadia. NASPA. For more information, visit the Just in Case site.

<https://www.naspa.org/about/blog/miami-university-offers-students-just-in-case-app>

Student Wellness and Education

- This year the *HAVEN: Understanding Sexual Assault* online education program that educates students about sexual assault in college environments has been extended to include our regional campuses. All first year students are required to participate in the program.
- We are excited to once again be participating in the Welcome Week Thursday night Block Party!
- As a summer project, Assistant Director Leslie Haxby McNeill worked with Dan Stewart, President of Student Senate, to craft messaging for ASG's new campaign called Know Your Cup, Know Your Limit. The goals of this campaign are to 1) reinforce the information about standard drink size learned in Alcohol Edu, 2) encourage students to practice risk reduction strategies while drinking, 3) encourage students to take action to help students who have passed out from drinking, and 4) to tie the message into the I Am Miami Initiative.

Women's Center

- The Women's Center continued to assist patrons over the summer, logging over 100 visitors, including students, staff, faculty, and guests. Guests included Coline Jenkins, President of the Elizabeth Cady Stanton Trust and great-great granddaughter of the famous suffragist.

Collaborative Efforts

- This fall Miami will offer 17 sections of the "I Am Miami" first year experience course to over 300 students in the (first-year) Red Hawk Traditions Living Learning Community. This new course is the culmination of a very close partnership between student and academic affairs, and our hope is for it to eventually be required for all new students. The course covers a wide range of important campus and collegiate transition issues. It provides students with deeper exposure to the philosophy of liberal education; reviews campus support resources; encourages career exploration; stresses the connections and complementarity between academic and co-curricular experiences; and emphasizes personal and social responsibility and what it means to be a positive, contributing member of our campus community. Students taking the course will spend the semester developing an intentional, integrated plan of curricular and co-curricular learning that will guide their educational journey at Miami.

Staff Achievements and Accomplishments

- John Ward, Student Counseling Service Assistant Director for Clinical Services, spent two weeks in Beijing, China, instructing teachers in Mental Health First Aid.
- Saul Rivera, Student Counseling Service Assistant Director for Group, Multicultural and Technology Services, was elected to the Board of the Tri-State Group Psychotherapy Association.
- Josh Hersh, Student Counseling Service University Psychiatrist, presented "Prevention and Treatment of Substance Abuse on the College Campus" at the Addiction Studies Institute Annual Conference in Columbus, OH on August 7, 2014.
- Joe Nee, Student Counseling Service Psychology Intern, presented two sessions at the August 2014 annual convention of the American Psychological Association in Washington, D.C. :
 - "Course Conceptualization, Development, and Implementation of a China Immersion Program"
 - "Acculturative Factors Contributing to Perceptions Towards Mental Health Services among Chinese Americans"
- Women's Center Director Jane Goettsch concluded her three-year term as state co-coordinator for the ACE Women's Network Ohio organization.
- Sharon Kootin-Sanwu, a Leadership Development Specialist (student employee) in the Wilks Leadership Institute was selected in June to become a member of [Management Leadership for Tomorrow \(MLT\)](#):

[Career Prep Program](#), the premier career development program for high potential African American, Hispanic, and Native American college students.

- Meghan Morris (Graduate Assistant of the Wilks Leadership Institute), Karl Turnland (Office of Residence Life), Jen Van Ewyk (Office of Residence Life), and Ginny Engwall (Office of Residence Life) presented a session titled “Cultivating Intercultural Maturity: Exploring the Intersectionality of Identity Development and Cultural Competency Through the Art of Intergroup Dialogue” at the 2014 Transatlantic Dialogue Conference in Luxembourg in June.
- Kathy Jicinsky, Assistant Director of the Wilks Leadership Institute, presented a 3-hour session titled “Strengths-Based Leadership: Recognizing, Articulating, and Capitalizing on Our Strengths as Leaders” to the 2014 Study of the United States Institute: Civic Engagement participants hosted by the Center for Civic Engagement at Miami University Hamilton and U.S. Department of State in July. The 23 participants were from Egypt, Libya, Palestine, Tunisia, and the United States.
- Kathy Jicinsky, Assistant Director of the Wilks Leadership Institute, was one of 75 participants at the four-day 2014 National Intergroup Dialogue Institute hosted by the University of Michigan in June. The Institute is an opportunity for faculty and staff to learn the University of Michigan’s philosophy and techniques for the purpose of creating intergroup dialogue programs on their own campuses.
- Eric Buller, Director of the Wilks Leadership Institute, presented and facilitated the Leadership Education in Action Plenary (LEAP) at the 2014 Association of Leadership Educators Conference.
- Eric Buller, Director of the Wilks Leadership Institute, was a StrengthsQuest Presenter at the Centennial Celebration and Convention of Omicron Delta Kappa, The National Leadership Honor Society. Additionally, he was appointed to serve on the ODK National Strategic Alliance Task Force.
- 8 Miami University students, members of the Residence Hall Association, attended the National Association of College & University Residence Halls (NACURH) annual conference, held this year at the University of Wisconsin – Eau Claire.

Miami University Campus Safety Report Board of Trustee Overview September 2014

This report provides an electronic link to data submitted by Miami University to the Department of Education in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. As is required of all public and private universities that wish to participate in federal financial assistance programs, statistics are submitted in the following categories of crimes: aggravated assault, arson, burglary, negligent manslaughter, murder and non-negligent manslaughter, motor vehicle theft, sex offenses, non-forcible sex offenses, robbery, hate crimes, arrests for drug, liquor, and weapons violations, and referrals for drug, liquor, and weapons violations.

Below is the link to Miami's 2013 Annual Campus Security and Fire Safety Report which reports crime statistics from 2010, 2011, and 2012. The data for 2013 will be posted by October 1, 2014 within the 2014 Annual Campus Security and Fire Safety Report. The statistics are divided by campus and organized under the crime statistics tab.

<http://miamioh.edu/campus-safety/annual-report/crime-stats/index.html>

In March 2014, changes to the Violence Against Women Act (VAWA) took effect. Miami University is in compliance with the changes and University policies and procedures align with the new requirements. The VAWA changes include the reporting of three new crimes: Domestic Violence, Dating Violence and Stalking incidents. Further, the annual security report must contain a statement regarding Miami's prevention and awareness programs to prevent domestic violence, dating violence, and stalking in addition to the information already provided on sexual assault. The report details Miami's initiatives in the areas of:

Prevention and Awareness Programs:

- Orientation (June and August) for new students and families includes information on sexual violence, alcohol and personal responsibility as well as Information on Title IX requirements and the protocol for addressing and reporting acts of sexual violence.
- During the first few weeks of the school year there are numerous reminders to all students regarding safety and personal responsibility.
- Within the first month of the school year students complete an online alcohol awareness program and a program that addresses sexual conduct.
- Off-campus students receive information the first week of classes during the annual *walkabouts*. Volunteer employees and town residents visit off campus residences distributing information that includes topics of safety and alcohol.
- Ongoing special programming includes sexual assault awareness/prevention for intercollegiate athletics, MARS-Men Against Rape and Sexual Assault and WAVES-Women Against Violence and Sexual Assault for all students and student organizations.
- Distribution of educational information & training (annual briefings, brochures, drills etc.)

There are other online resources for students and families. Additional information on prevention and awareness programs can be found at <http://miamioh.edu/campus-safety/sexual-assault/index.html>

Student Behavioral Data:

- In the 2013-2014 academic year, the Office of Ethics and Student Conflict Resolution (OESCR) saw an 18% increase over the previous year in the number of violations of the Code of Student Conduct. There continue to be a significant number of cases involving alcohol and the violations for intoxication increased by 27%. The number of drug violations (primarily marijuana) decreased by 15% from the previous academic year.
- There were five sexual assaults reported to the OESCR in 2013-2014, a slight increase over the previous year.
- The number of incidents of physical and mental abuse or harm nearly doubled from the previous year, from 34 to 67. This would include incidents of fighting, verbal abuse, written or verbal threats, sexual misconduct, dating and domestic violence and stalking.
- The Good Samaritan Policy was applied in 57 cases of reported intoxication where a *Good Samaritan* sought medical assistance for a student.

Crisis Management and Response:

Miami's response system is comprised of a team of professionals that includes the Title IX coordinator, deputy Title IX coordinator for sexual assault, case manager in the Dean of Students office, director of the office of Ethics and Student Conflict Resolution, police officers, health and mental health providers (when requested). A full description of support services and the Title IX Protocol (formerly the sex offense based protocol) can be found at <https://www.miamioh.edu/campus-safety/sexual-assault/protocol.html>

Future Trends and Challenges

- Continued expectation for campuses to be safer
- Continue to adopt policies and practices to prevent crimes of violence and to more effectively respond when they happen
- Assessment of policies, programs and response efforts
- Hold offenders accountable and give victims the help they need to physically and emotionally recover.
- Federal agencies will continue to ensure that schools are living up to their obligations

Susan Vaughn, Director
Ethics and Student Conflict Resolution
Office of the Dean of Students
9/2014

MIAMI UNIVERSITY DEPARTMENT OF HOUSING, DINING, RECREATION & BUSINESS SERVICES*Office of Housing Options, Meals & Events (H.O.M.E.)***2014-2015 Occupancy Report # 2 (After No Shows)**

9/5/2014

First Year Halls	Standard Capacity	Residents	Occupancy %	Vacancies or (Beyond Standard)	Doubles Sold as Singles
Anderson	212	212	100%	0	0
Brandon	169	169	100%	0	0
Collins (Under Renovation)	NA	NA	NA	NA	NA
Clawson*	117	121	103%	(4)	0
Dennison (Under Renovation)	NA	NA	NA	NA	NA
Dodds	212	212	100%	0	0
Dorsey (Under Renovation)	NA	NA	NA	NA	NA
Emerson	328	334	102%	(6)	0
Havighurst	327	322	98%	5	0
Hepburn*	269	269	100%	0	0
Mary Lyon	81	81	100%	0	0
McBride (Under Renovation)	NA	NA	NA	NA	NA
McFarland	136	135	99%	1	0
McKee	76	77	101%	(1)	0
Morris	352	359	102%	(7)	0
Ogden	170	170	100%	0	0
Peabody*	144	150	104%	(6)	0
Porter	217	216	100%	1	0
Scott*	282	281	100%	1	0
Stanton	229	228	100%	1	0
Swing	230	228	99%	2	0
Symmes (Under Renovation)	NA	NA	NA	NA	NA
Tappan*	300	299	100%	1	0
Thomson	196	193	98%	3	0
Wells	148	148	100%	0	0
Wilson*	71	71	100%	0	0
Total First Year Halls	4266	4275	100%	(9)	0

Actual First Year Resident Calculation:	
First Year Hall Residents	4275
Upperclass RA's in First Year Halls	(146)
Upperclass Students in First Year Halls	(296)
First Year Transfer Students	(30)
Total First Year Residents (includes A.C.E. students)	3,803

First Year Resident History	
2014-2015 (Includes ACE)	3,803
2013-2014 (Includes ACE)	3,686
Increase (Decrease)	117

Upperclass Halls	Standard Capacity	Residents	Occupancy %	Vacancies or (Beyond Standard)	Doubles Sold as Singles
Beechwoods (WSB)	263	259	98%	4	0
Bishop (BIS)	94	92	98%	2	0
Elliott (ELT)	35	35	100%	0	0
Etheridge (ETH)	233	229	98%	4	0
Flower (FLW)	315	309	98%	6	0
Hahne (HNE)	313	305	97%	7	1
Hamilton (HAM)	181	176	97%	5	0
Heritage Commons					
Blanchard House (HCB)	72	72	100%	0	0
Fisher (HCF)	72	70	97%	2	0
Logan (HCL)	70	69	99%	1	0
Pines Lodge (HCP)	72	71	99%	1	0
Reid (HCR)	72	72	100%	0	0
Tallawanda (HCT)	72	72	100%	0	0
Hillcrest (WSC)	267	266	100%	1	0
MacCracken (MAC)	198	198	100%	0	0
Maplestreet Station (MSS)	90	88	98%	1	1
Miami Inn (INN)	99	99	100%	0	0
Minnich (MIN)	236	235	100%	0	1
Richard (RIC)	203	203	100%	0	0
Stoddard (STD)	45	45	100%	0	0
Stonebridge (WSA)	265	260	98%	5	0
Leased Off-Campus Apartments	0	36	NA	(36)	0
Total Upperclass Halls	3267	3261	100%	3	3

New Transfer/Relocation Residents (All Transfers & Relocations)	
2014-2015	201
2013-2014	211
Increase (Decrease)	(10)

Returning Resident History	
2014-2015	3,532
2013-2014	3,416
Increase (Decrease)	116

Grand Totals**	7533	7536	100%	(6)	3
One Year Ago	7255	7313	101%	(58)	0

Total Occupancy Increase (Decrease)	223
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* Halls Housing Both Upperclass and First Year Students

Miami University Board of Trustees Meeting Student Activities Report September 2014

Mission

The mission of Student Activities/SEAL is to promote intentional student involvement, facilitate leadership development, and encourage student growth. We deepen the Miami experience through enriching student organizations, offering transformative leadership programs, advising campus programming, and challenging and supporting student leaders. We work together with student organization advisors and campus/community partners to advance a student-centered co-curricular experience.

Vision

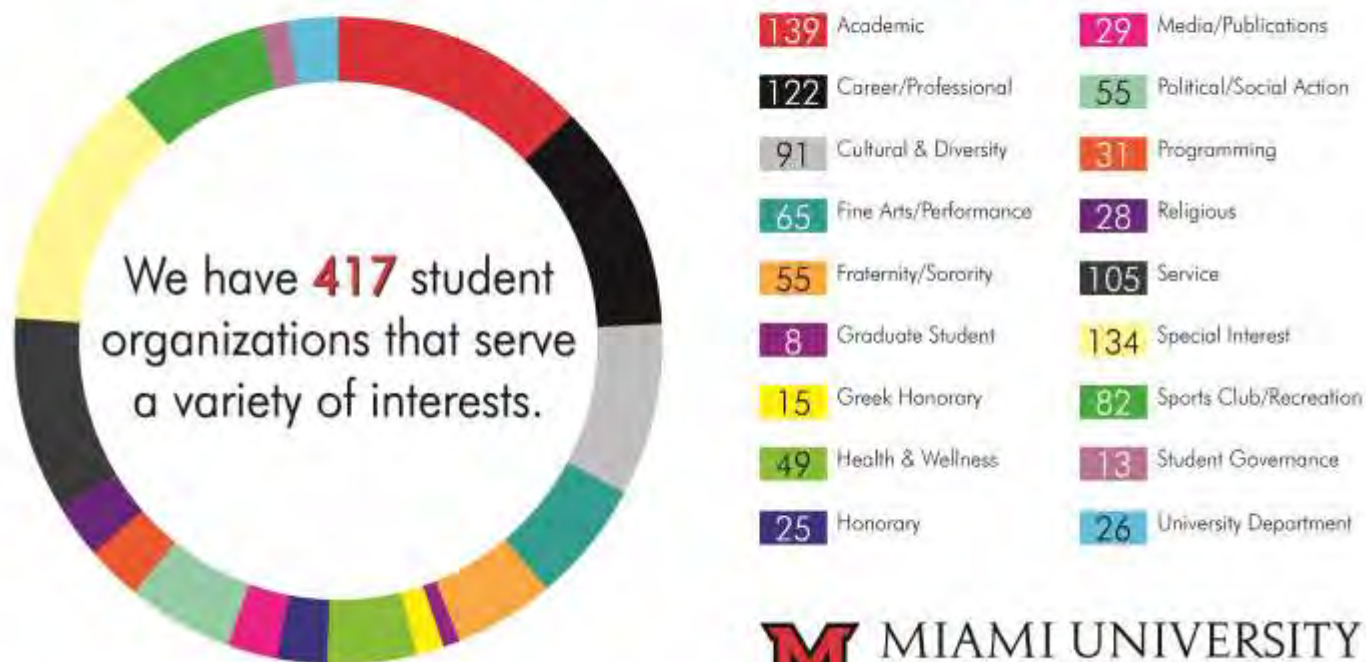
To develop a campus culture of student engagement and involvement where all Miami University students want to get involved and understand that involvement outside of the classroom is an expectation that positively contributes to their Miami experience.

By The Numbers

85% of Miami Students are involved in Student Organizations

Here is a snapshot of what they are involved in...

What interests you? We've got you covered.




MIAMI UNIVERSITY
 STUDENT ACTIVITIES

2013-14 Number of Departmental Events and Summary of Attendance

Office	Events	Sum of Attendance
Student Activities		
Lecture Series	6	3,850
Miami Activities and Programming	63	41,000
Student Activities Office	48	12,199
	117	57,049

Student Activities Programming Highlights & New Initiatives in 2013-14

- Streamlined programming board; formed Miami Activities and Programming (MAP) through combining CAC, Program Board and Miami Entertainment to increase efficiency.
- Continued and improved Presidents Council – monthly meeting of student leaders from ASG, Tri Council, MAP, RHA and Redhawk Council
- Created SLANT Design (see next page)
- Provided leadership to Homecoming and Family Weekend University Committees
- Partnered with the Accounting department to give student organizations access to their organization accounts through their HUB pages. Transactions and balances are updated weekly.
- Created Peer Mentor Program (SEAL Ambassadors)
- Moved to Armstrong Student Center; allocated over 80 spaces for student organizations
- Incorporated *I am Miami* into curriculum for all EDL 290 classes, workshops and programs
- Love & Honor Pep Rally and Concert during Week of Welcome- partnership with MAP, Athletics and New Student Programs offices
- Homecoming- partnership with Greek Week, Alumni Affairs, MUSF, Advancement, RHA & Athletics
- Family Weekend- partnership with Parents office, City of Oxford Visitors Bureau, Athletics, HOME Office
- Designed SEAL workshops to provide student organizations with more training and leadership development opportunities
- Intentionally combined Greek Week and Homecoming to drive student involvement
- Partnered with Summer Student Reading Program to enhance follow up programming

MAP Programming Board Highlights

- Increased number of events on Thursday, Friday and Saturday nights in an effort to enhance late night/alcohol free programming options.
- Partnered with new student programs and 2nd year programs office for welcome week events and Mega Fair.
- SNOW Ball was the opening student event for the Armstrong Student Center; 2500 students attended and was considered a huge success.
- Late night movie attendance increased from an average of 200 students per movie to 800 students.
- Implemented a regional program board conference for institutions in Ohio, Indiana, Michigan and Kentucky.



As a part of Student Activities, SLANT Marketing and Design provides student organizations design and marketing services for their campus events and brand management. SLANT Marketing and Design assists student organizations in developing publications, signage, advertisements, social media and brand development and brand enhancement for student organizations at Miami. SLANT Marketing and Design hopes to help student organizations create marketing mediums that will help groups recruit more members; market their mission and purpose; visually have successful events and enhance the student organizations brand on campus.



The Student Engagement and Leadership Workshop Series has been designed over the last year to give student organizations the tools to be successful and to develop student leaders. After the first year of implementation, results indicated that students were satisfied with the series. The biggest themes of what students took away from the programs related to how to use resources (facilities, administration, etc.), organizational operations, ASG funding, and the Hub. The feedback and lessons drove the planning for the upcoming fall series. Workshops are offered twice a month and cover the following topics: Marketing your events, how to schedule space on campus, event planning, how to lead your peers, building your support network, recruitment and retention, the HUB, tips to improve your programs, leadership styles, SMART goal planning and officer transition.

Student Involvement HUB Data

The HUB is our online student organization tool. Through the HUB, recognized student organizations maintain their membership rosters, access budget information, and register their programs. Individuals who sign into the HUB can see all programs happening on campus, and can search for clubs and activities that meet their interests.

	2013-2014		2012-2013	
	Registered Orgs	Registered Members	Registered Orgs	Registered Members
Student Organizations				
Club Sports	44	872	42	691
Fraternity and Sorority	49	5,309	50	3,323
Student Orgs	440 (including new)	10,875	373	13,866
Total	533 *	17,056	465	17,880
Other Organizations				
Affiliated, Middletown, Hamilton	60	NA	NA	NA
Community Councils	38	2997	35	NA
Departments	35	520	29	NA
Total	133	3517	64	NA

Hub Events

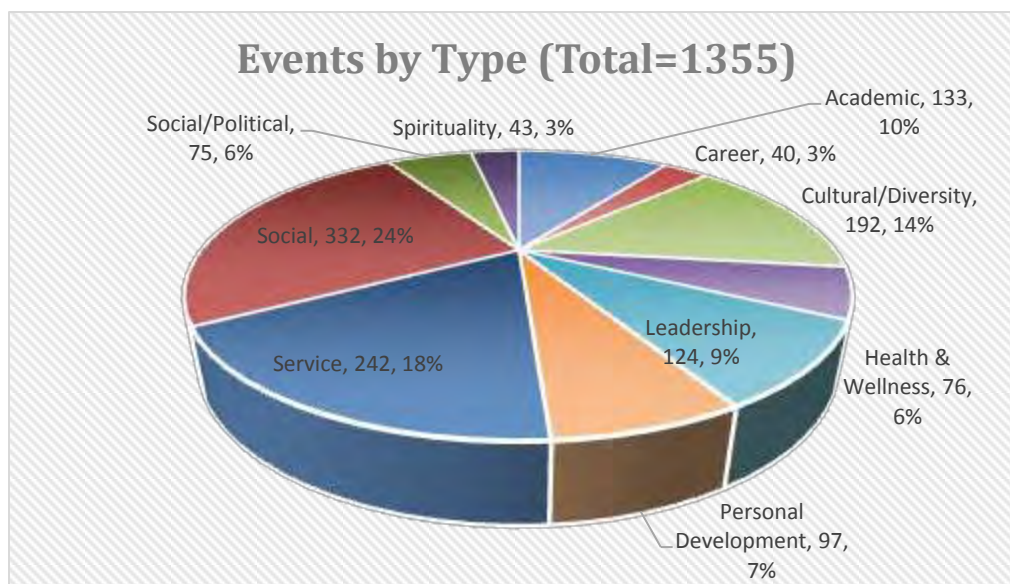
	2013-2014	2012-2013	2011-2012	2010-2011
Approved Events Registered	1,355	1,734	1,024	485

* The number of organizations listed here and on page 1 differ due to different dates when the data was pulled.

Note: the number of events registered in the HUB is down this year due to the following:

- We stopped requiring student groups to register tables for slant walk due to the move to Armstrong (over 200 reservations last year)
- We also didn't require people to register events at Western Lodge or WRA cabin (over 250 event reservations)

Events Planned by Students



Enrollment Management Update

Board of Trustees
September 18, 2014

Michael S. Kabbaz
Vice President for Enrollment Management and Student Success

Susan K. Schaurer
Interim Director of Admission and Enrollment Communication



MIAMI UNIVERSITY

Agenda

- Fall 2014 Enrollment Update
- 5 Year Historical Enrollment Overview
- 2015 Enrollment Goals
- 2015 Scholarship Changes

Fall 2014 –Status by Academic Division

	Applied				Admitted				Confirmed			
	2013	2014	Diff.	%	2013	2014	Diff.	%	2013	2014	Diff.	%
College of Engineering & Computing	2,983	3,333	350	11.7%	2,029	2,345	316	15.6%	435	406	(29)	-6.7%
College of Arts & Science	9,410	10,819	1,409	15.0%	6,155	7,067	912	14.8%	1,376	1,422	46	3.3%
Farmer School of Business	6,824	7,777	953	14.0%	3,410	3,588	178	5.2%	919	760	(159)	-17.3%
FSB/University Studies	-	-	-	0.0%	1,274	1,442	168	13.2%	378	511	133	35.2%
College of Education, Health & Society	2,390	2,323	(67)	-2.8%	1,549	1,538	(11)	-0.7%	404	405	1	0.2%
College of Creative Arts	913	1,049	136	14.9%	608	666	58	9.5%	176	184	8	4.5%
CCA/University Studies	-	-	-	0.0%	9	11	2	22.2%	1	2	1	100.0%
Total	22,520	25,301	2,781	12.3%	15,034	16,657	1,623	10.8%	3,689	3,690	1	0.0%

Note: Data are as of 9/3/2014

Fall 2014 –Status by Residency

	Applied				Admitted				Confirmed			
	2013	2014	Diff.	%	2013	2014	Diff.	%	2013	2014	Diff.	%
Non-resident	12,201	14,964	2,763	22.6%	8,052	9,708	1,656	20.6%	1,451	1,600	149	10.3%
Domestic non-resident	9,912	11,343	1,431	14.4%	6,988	8,241	1,253	17.9%	1,267	1,331	64	5.1%
International non-resident	2,289	3,621	1,332	58.2%	1,064	1,467	403	37.9%	184	269	85	46.2%
Resident	10,319	10,337	18	0.2%	6,982	6,949	(33)	-0.5%	2,238	2,090	(148)	-6.6%
Total	22,520	25,301	2,781	12.3%	15,034	16,657	1,623	10.8%	3,689	3,690	1	0.0%

Note: Data are as of 9/3/2014

Predicted Fall 2014 First-year Enrollment

Pre-melt confirms: 3914

Current active confirmations: 3690 (as of 9/3/14)

Current melt: 5.7%, or 224 students

Expected first-year class range:

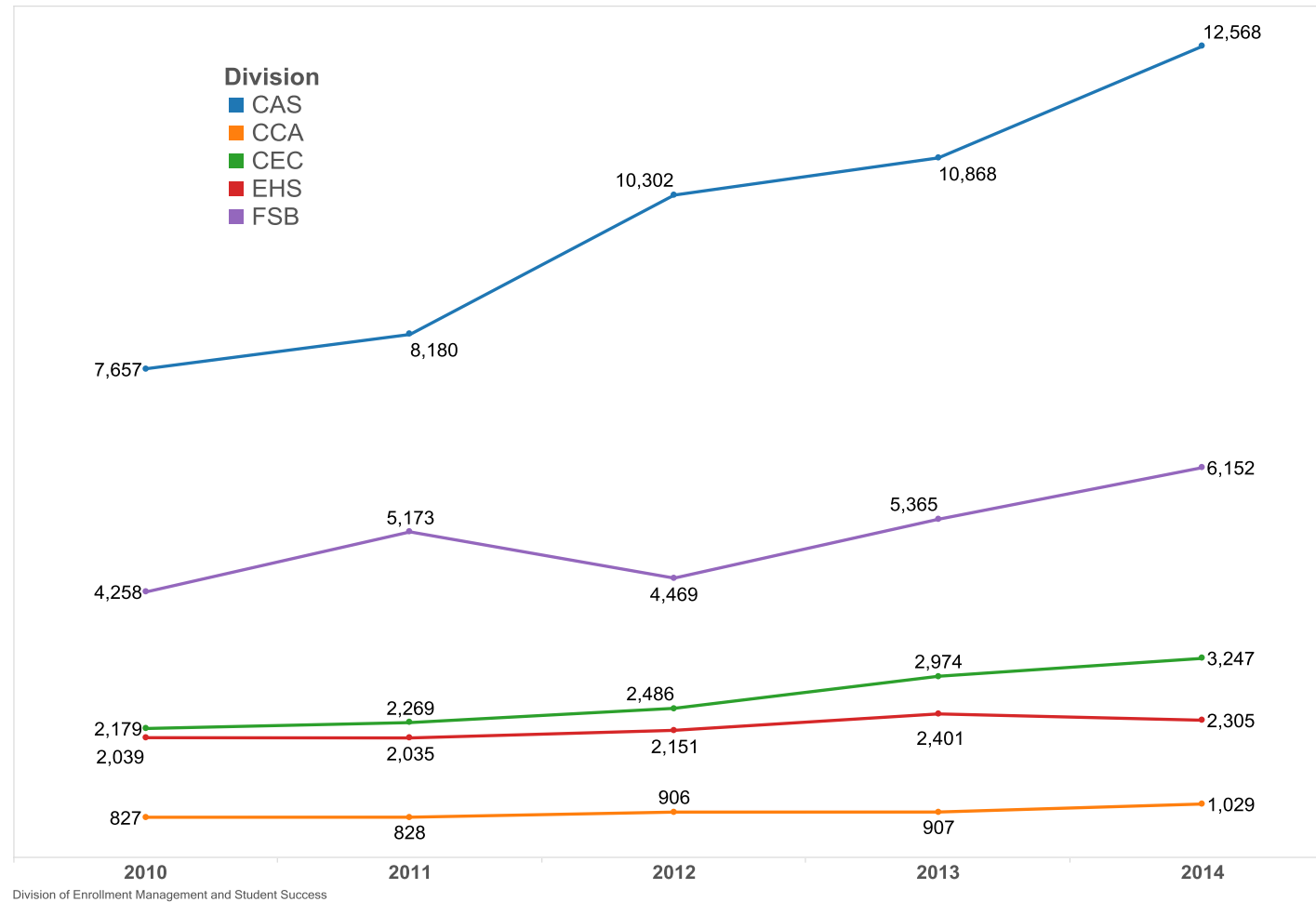
@ 6.5% melt: 3,660

@ 7.0% melt: 3,640

@ 7.5% melt: 3,620

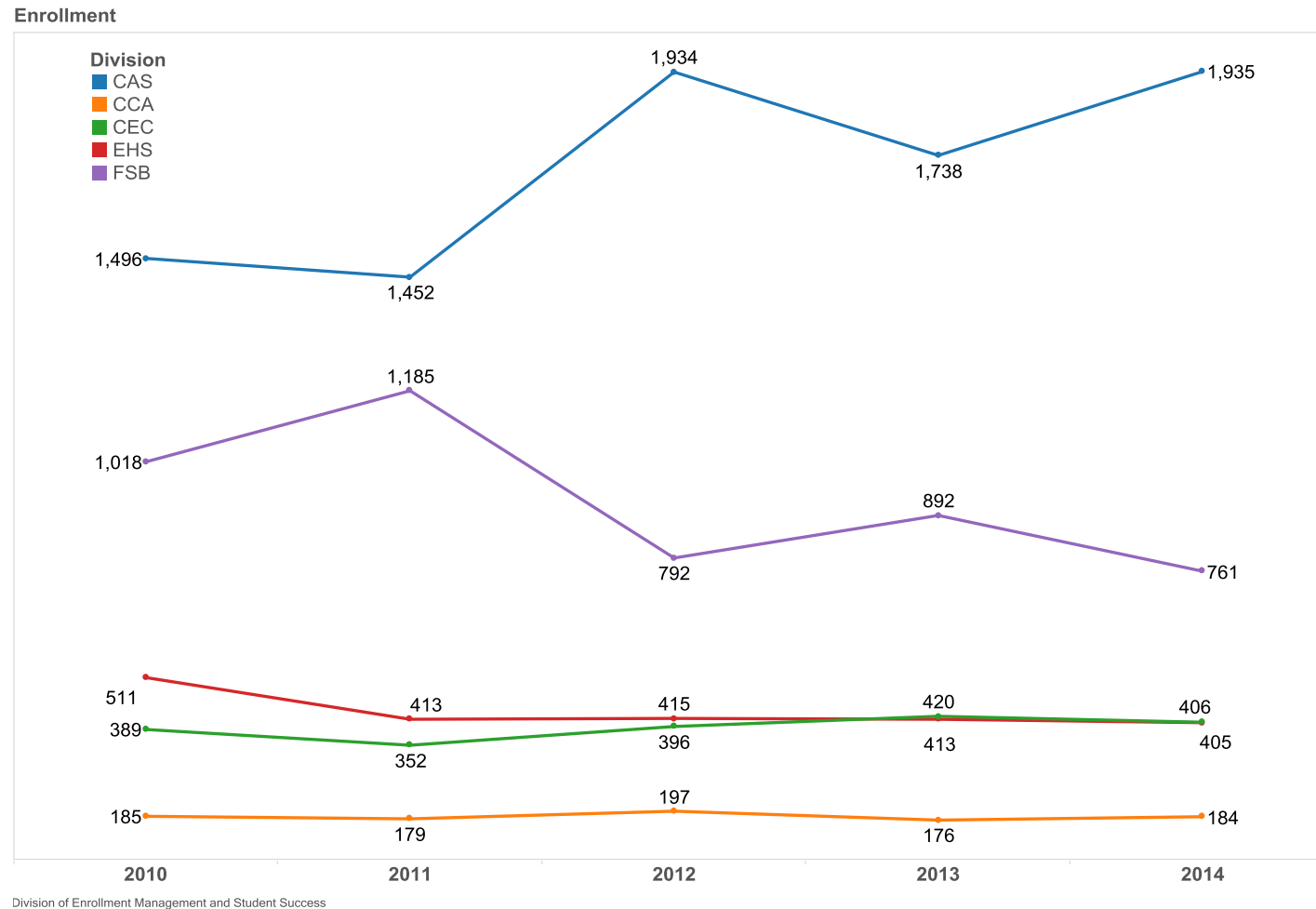
Note: Fall 2013 melt was 6.2%; expanded non-resident enrollment will increase Fall 2014 final melt percentage.

Application History 2010 - 2014



Note: 2014 data are as of 9/3/2014; other data is final

Enrollment History 2010 - 2014



Note: 2014 data are as of 9/3/2014; other data is final

Other Enrollment Goals

American Culture and English (ACE) Program

- Fall 2014 enrollment goal is 150 first-year students
- 222 confirmed students or a 106% YTD increase versus fall 2013

Transfers

- Fall 2014 enrollment goal is 300 students
- 258 confirmed students or a 4% YTD decrease versus fall 2013

TOP (Pathways)

- Spring 2015 Oxford enrollment goal is 35
- 47 confirmed Regional students or a 60% YTD increase over fall 2013

Note: Data are as of 9/3/2014

Key First-Year Enrollment Comparisons 2014 versus 2013

Average ACTBest: 27.6 versus 27.5

Domestic Diversity: 12.9% versus 13.2%

Average GPA: 3.70 versus 3.72

Alumni Connection: 32.8 % versus 35.3%

Rigor of HS Curriculum : 13.1 versus 13.4

Countries: 31 versus 24

Non-Resident: 43.4% versus 39.0%

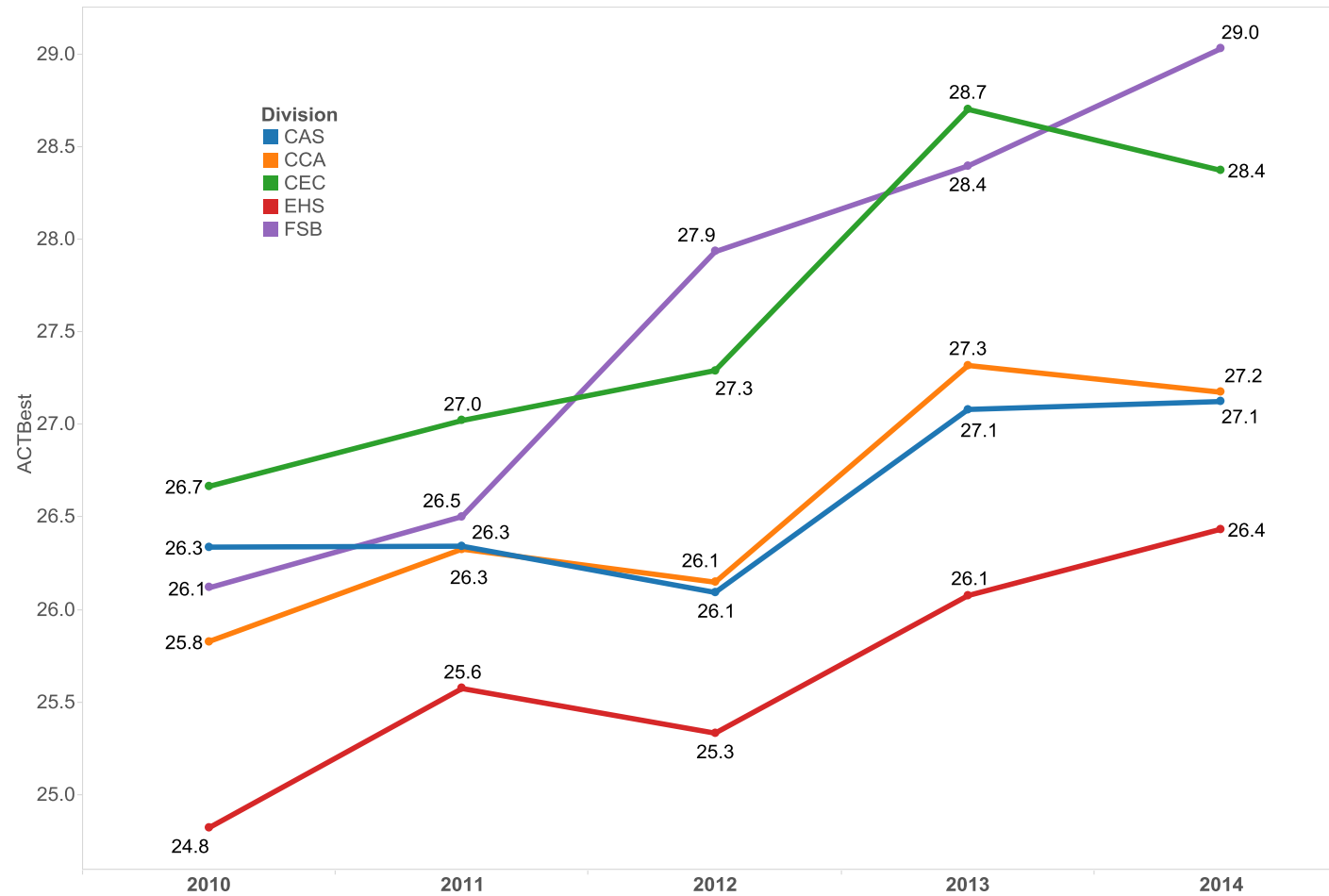
States: 39 versus 47

International: 7.5% versus 4.7%

High Schools: 1,206 versus 1,228

Note: 2014 data are as of 9/3/2014; 2013 data is final

Enrolled ACT History 2010 - 2014

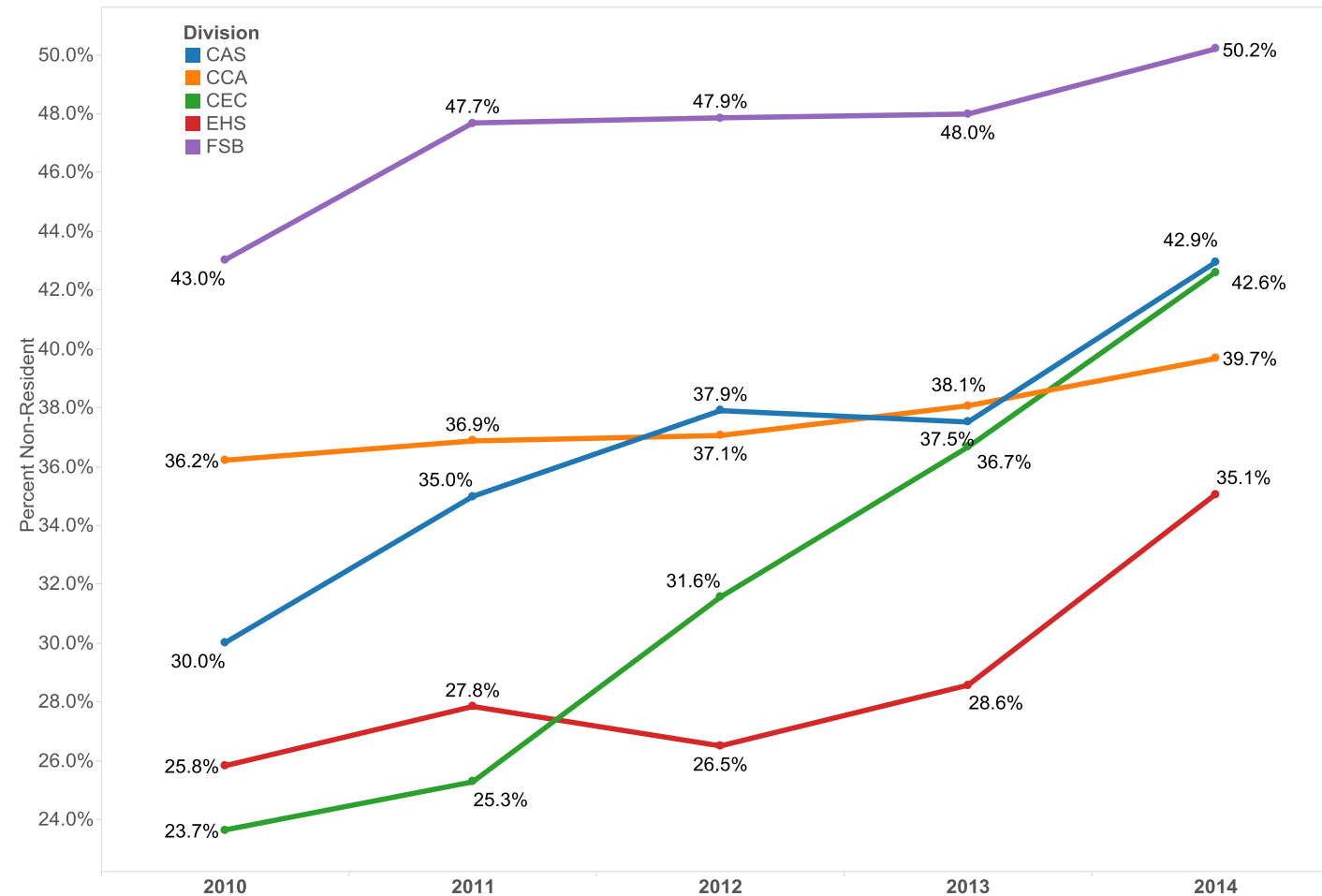


Division of Enrollment Management and Student Success

Note: 2014 data are as of 9/3/2014; other data is final



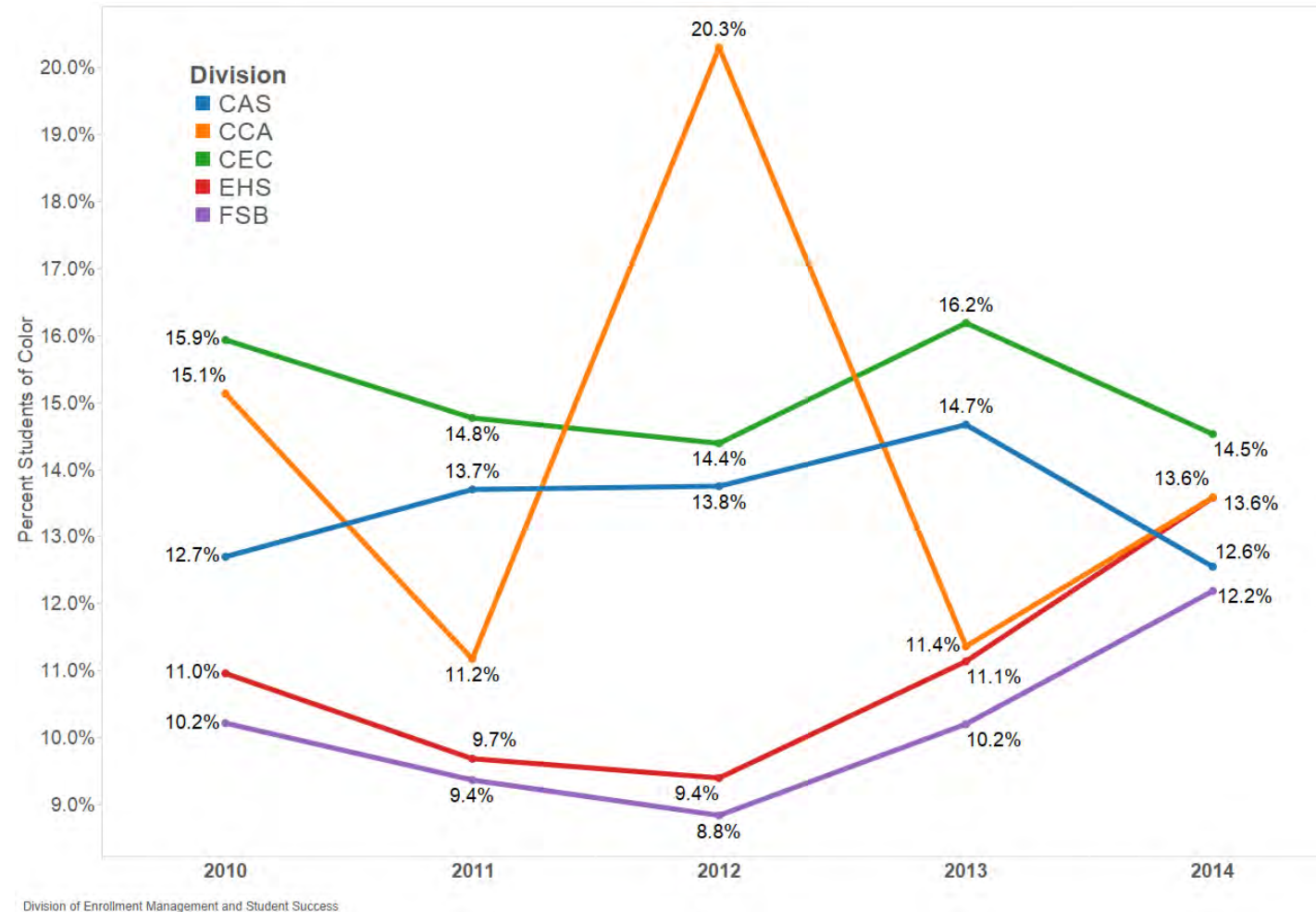
Non-Resident Enrollment History 2010 - 2014



Division of Enrollment Management and Student Success

Note: 2014 data are as of 9/3/2014; other data is final

Students of Color History 2010 - 2014



Note: 2014 data are as of 9/3/2014; other data is final

University Honors

	2010	2011	2012	2013	2014
Enrolled	513	432	429	341	382
ACTBest	30.0	30.0	30.4	31.3	32.8
GPA	4.08	4.09	4.08	4.19	4.29
Curriculum Strength	16.1	16.5	17.0	18.4	18.5
Percent Non-Resident	22.6%	29.4%	29.8%	40.8%	45.3%
International Percentage	0.4%	0.7%	0.5%	0.9%	0.5%
Students of Color	48	38	45	51	60
Students of Color %	9.4%	8.8%	10.5%	15.0%	15.7%

Division of Enrollment Management and Student Success

Note: 2014 data are as of 9/3/2014; other data is final

University Academic Scholars Program

University Academic Scholars

	2013	2014
Enrolled	162	189
ACTBest	31.2	31.4
GPA	4.05	4.16
Curriculum Strength	17.0	17.8
Percent Non-Resident	43.8%	39.7%
Students of Color	63	53
Students of Color %	38.9%	28.0%

Division of Enrollment Management and Student Success

Note: 2014 data are as of 9/3/2014; other data is final



2015 University Enrollment Goals

First-year Objectives:

- 3,600 first-year target
- Manage divisional enrollment targets
- Maintain quality
- Increase selectivity
- Increase non-resident enrollment (42%)
 - Non-resident domestic (34%)
 - International (8%)
- Increase ethnic/racial diversity

Other Enrollment Objectives:

- Increase ACE Program enrollment (250-300)
- Increase transfer enrollment (300)
- Expand TOP Program (40)
- Meet Net Tuition Revenue targets

2015 University Scholarship Grid

ACT/SAT (CR+M) Score	High School GPA	Additional Requirement	Resident Scholarship Range	Non-Resident Scholarship Range
32+/1400+	3.50+	Rigorous Coursework	\$24,000 - \$48,000 (Half to full tuition per year)	\$56,000 - \$110,000 (Half to full tuition per year)
30-31/1330-1390	3.50+	Rigorous Coursework	\$20,000 - \$40,000 (\$5,000 to \$10,000 per year)	\$28,000 - \$60,000 (\$7,000 to \$15,000 per year)
28-29/1250-1320	3.50+	Rigorous Coursework	\$12,000 - \$28,000 (\$3,000 to \$7,000 per year)	\$20,000 - \$44,000 (\$5,000 to \$11,000 per year)
26-27/1170-1240	3.50+	Rigorous Coursework	Up to \$8,000 (Up to \$2,000 per year)	Up to \$16,000 (Up to \$4,000 per year)
Applicants not meeting the above criteria will be considered for a full range of merit and need-based scholarships ranging up to full tuition annually.				
Award amounts may be determined by additional factors including diversity, audition, portfolio, intended area of academic interest, and athletic ability.				

Miami University merit scholarships are highly competitive and, thus, not guaranteed. The academic qualifications determining scholarship awards are dependent on the strength of the applicant pool. Priority consideration will be given to students applying for admission by December 1, 2014.

Scholarship offers and award amounts will be determined by a holistic review of the application for admission and thorough evaluation of academic indicators including, but not limited to: rigor of coursework, high school GPA, and standardized test scores. Award determinations will be based on the official testing and high school transcript information received by Miami University at the time of application.

Note: Fall 2015 change includes removing the guaranteed scholarship in each award range.



QUESTIONS?

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 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



Good News September 2014

Our work supporting students, faculty, and staff is featured in this report through key highlights and office updates.

Key Highlights

Enrolling Class of 2018 (as of August 2014)

After receiving a record-number of applications for fall 2014, we welcomed the newest members of the Miami community to campus on August 21. With more than 3,600 enrolled students, the Class of 2018 is one of the most academically-talented and diverse classes in the institution's history. More than 43 percent of students are from outside the state of Ohio, representing a total of 39 states and 31 other countries. Nearly 13 percent of students are from underrepresented backgrounds and an additional 7.4 percent are international students. The class also touts the highest incoming ACT composite score on record, with an average of 27.7. Of this year's class, 29 percent scored a 30 or higher on the ACT and 38 percent scored a 29 or higher.

One Stop for Student Success Services - Opening Fall Semester 2014

The One Stop for Student Success Services will serve as the virtual and in-person service center for the Miami University community by providing superior online, email, in-person, telephone, and outreach student-centric services. We will provide essential information, counsel, and facilitate problem resolution for current and former students, parents/families, alumni, faculty and staff, and the broader university community in the areas of registration, financial aid, student records, billing, and payment. Projected to open late fall 2014, the One Stop will be located in the north end of the Campus Avenue Building. More information will be shared as the opening date is confirmed.

Student Success Collaborative Fall 2014 Pilot

We have partnered with the Education Advisory Board (EAB) to increase student success. EAB offers best practice research, consulting, and technology-based solutions to its member institutions. This fall, Miami is initiating EAB's Student Success Collaborative, a web-based platform that combines historical student data, predictive analytics, and career counseling information into a single advising tool. Miami is piloting this new platform for undeclared students in the College of Arts and Science, and nursing and psychology students in the College of Professional Studies and Applied Sciences.

Office Updates

Admission

- The inaugural sessions of the Summer Scholars Program (SSP), a residential academic experience for high-ability, rising high school juniors and seniors were completed. In the first year, SSP had a total of 254 participants enrolled in 21 different academic modules across two two-week sessions. Of those participating, 55 percent were Ohio residents and 45 percent were non-residents representing 22 different states. Nearly 20 percent of Summer Scholars attended the program as a result of 41 need-based scholarships funded by Key Bank, M2SE, Miami University, and the Scioto Foundation.
- We hosted a record number of visitors during the month of July. More than 5,000 guests participated in one of the daily information sessions or a Thursday evening *Tours and Tunes* event which culminated uptown at the Oxford Summer Music Festival.
- Recruitment efforts for Fall 2015 are in full swing. We currently have recruiters conducting high school visits and attending college fairs throughout the state of Ohio, across the US and around the globe. While travel plans are still being finalized, we currently have more than 1,200 high school visits planned this fall.

Bursar

- Using the feedback from many parent payers we implemented an enhancement to the current Student Account Center for students. Beginning in fall 2014, we have included a static student statement along with the other on-line real time activity overview included in the Student Account Center. This is available for both the student and any authorized family member.
- We continue to actively engage in the implementation of ongoing LEAN projects. To date, we are leading one active project, are participating in two projects, and have plans for several more in the near future.
- In partnership with our vendor, Tuition Management Systems, we have been able to improve proactive notifications to students regarding their pending bill. This has also allowed us to notify authorized family members as well. This enhancement has been instrumental in allowing us to notify the students prior to the cancellation date for non-payment.

Registrar

- University Registrar, along with CEC Capstone students, are leading a project that enables Miami to validate any aspect of the University's entire portfolio of classes across the schedule. For example, are 90 percent of a department's class offerings within approved timeblocks, are classes equally distributed across days of the week and times of the day, and how are Miami Plan classes distributed

- Winter Term 2015 registrations continue with almost 1,900 students registered for over 2,400 sections. This fourth term of opportunity has 342 class offerings and first-year students are able to register beginning October 6.
- Degree audit enhancements continue and we are in the final testing of software which enables departments and programs to build academic roadmaps on a term-by-term basis, and students to build academic plans term-by-term to stay on track for timely graduation with assistance from academic advisors.
- Automation of paper and people intensive processes continue under LEAN principles, including student change of major/minor, student drop/add via online faculty rosters, and online independent work (study, reading, internships) processes.
- We are now supporting online transcript ordering through electronic copy processing between Ohio public institutions. This replaces paper copies being printed and mailed. A future Ohio Board of Regents' related initiative will allow high school transcripts to be sent electronically between Ohio high schools and Ohio public colleges and universities.

Student Financial Assistance (SFA)

- SFA in conjunction with the Bursar, coordinated a calling campaign to boost retention efforts:
 - We ensured that we called 204 students who did not enroll for fall 2014 to determine if they intended to continue their enrollment and to offer any assistance to help them return.
 - After the fall bill due date, we called nearly 300 students with unpaid accounts.
 - For students with high-need, in many cases we proactively awarded additional need-based grants to assist our Miami families who continued to owe a balance beyond the bill due date.
- Summer continues to be the busiest time period for us. Between June 1 and August 30, we personally responded to nearly 2,000 emails. During this same period, we received just over 13,000 incoming calls.
- SFA continues to focus on LEAN initiatives. In early September, an SFA staff member began the process to become LEAN certified.

Student Success Center

- We are in the process of creating a student success office that coordinates defined and targeted retention efforts. These efforts supplement academic advising and other student services throughout Miami by increasing outreach and support services for all students.
- A new position, Student Success Manager, was offered and accepted with a start date in early fall. We will hire three additional coordinator positions this fall.

Enrollment Operations (Including One Stop for Student Success Services)

- We implemented a new recruitment/admission database system (Technolutions Slate) that allows prospective students to easily schedule visits, submit application materials, check the status of their application, and view their decision online.
- Document scanning and data entry is now outsourced to increase efficiencies of application materials processing and eliminate backlog of data entry that occurs around application deadlines.
- We are improving technical support services and technology standards throughout EMSS:
 - Consolidating all EMSS technical project management
 - Developing equipment lifecycle/use policies
 - Standardizing technical aspects of onboarding employees and decommissioning equipment when employees leave EMSS



BOARD OF TRUSTEES
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September 19, 2014
Consent Calendar

RESOLUTION R2015-xx

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.



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September 19, 2014
Academic and Student Affairs

RESOLUTION R2015-xx

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.

Miami University Libraries

Board of Trustees

September 18, 2014

Jerome Conley
Dean and University Librarian



MIAMI UNIVERSITY

Overview

- A Rich Legacy
- Transformational Change
- Looking Forward



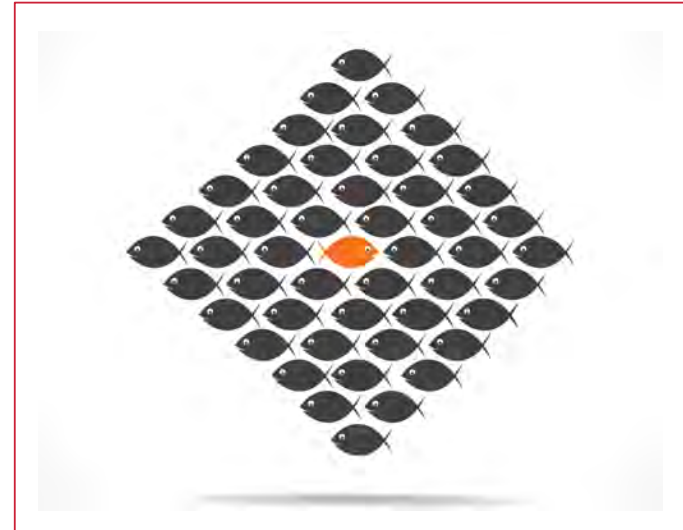
A Rich Legacy

- Our values
- A culture of excellence
- Leadership
- Stewardship

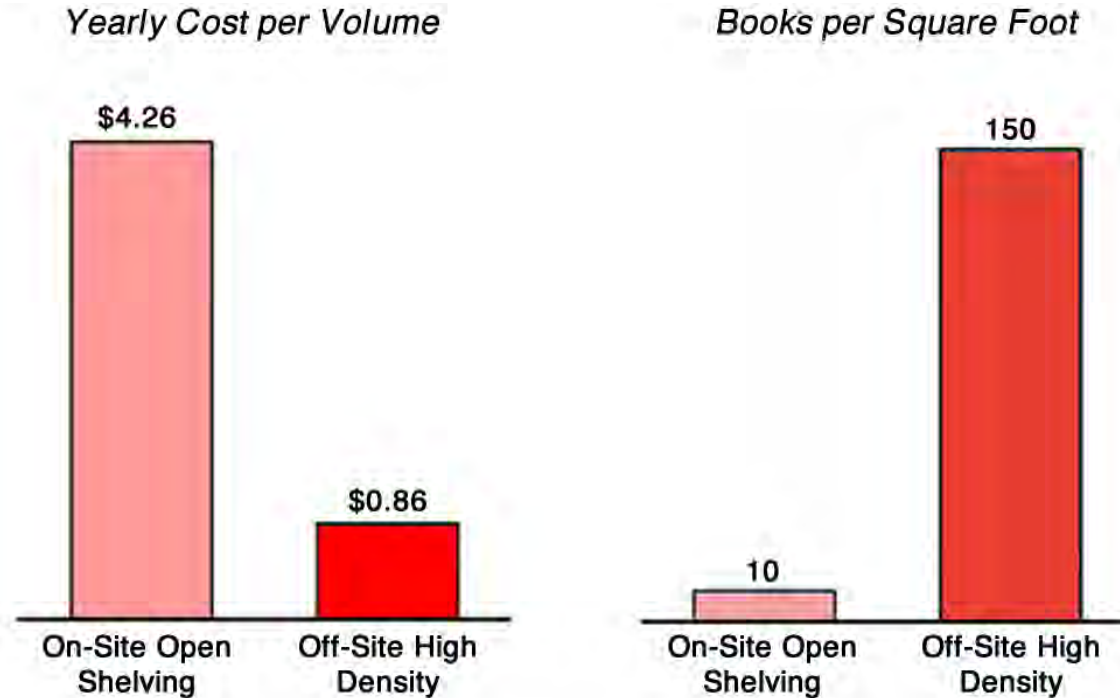


Transformational Change

- Print to digital
- Next-generation library space
- Teaching, learning, & research
- Ownership to access



Print to Digital: Cost of Keeping a Book



Source: "Redefining the Academic Library," Education Advisory Board

Next-Generation Library Space: Trends



Fewer Print Materials



Cutting-edge Technologies



Collaboration



Integration of Academic Support Services



Flexibility & Modularity



Food & Drink

Teaching, Learning & Research: Metrics

Traditional Metrics

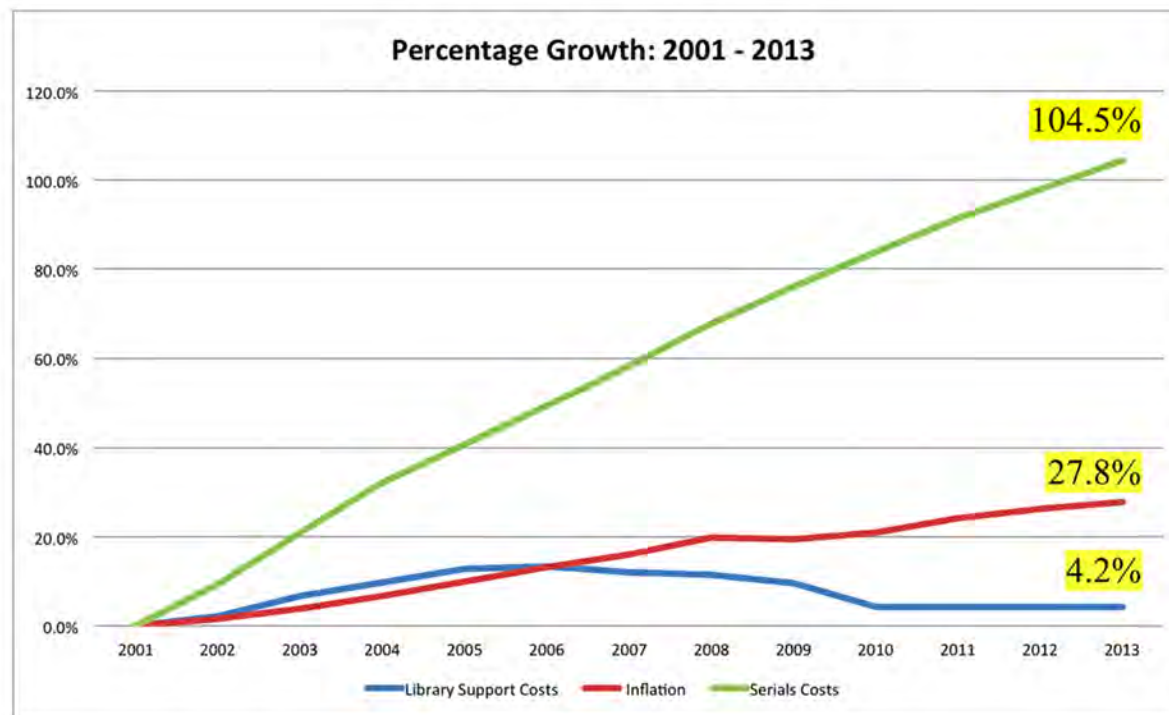
- Number of volumes
- Gate counts
- ILL requests
- Website visits
- Number of journals
- Number of reference transactions

Metrics Aligned with Mission

- Impact on student enrollment, retention, graduation rates
- Impact on student success
- Contribution to faculty research productivity
- Impact on grant proposals and funding
- Support of e-learning

“As faculty, if we are primarily concerned with transmitting content, then our value will only decrease ... then the value of what we do will increase.” -- José Bowen

Ownership to Access: Purchasing Power



Looking Forward

We aspire to serve the university community by weaving our resources, expertise, and physical and online points of service into the fabric of campus life.



Connect

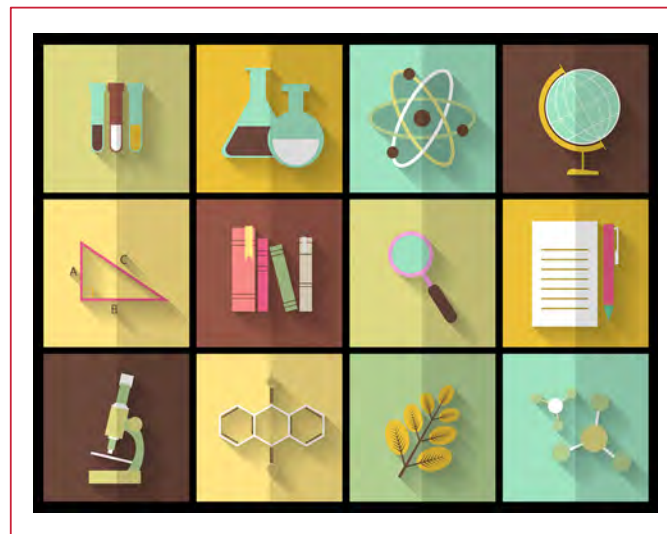
Three Broad Pillars

1. Library as Laboratory
2. Workbench to Workforce
3. A Space Between the Spaces



The Library as Laboratory

Embracing our legacy as stewards of a deep and rich collection of materials, both physical and digital, we will provide our students and faculty with a library system that will serve as their laboratory for discovery and scholarship.



Workbench to Workforce

Building upon our expertise as information professionals, we will collaborate with students and faculty to push the boundaries of what is known and provide pathways for extending those innovations into the global workplace.



A Space Between the Spaces

By leveraging the locations of our facilities and technological capabilities, we will design, build, and support physical and virtual spaces that nurture and encourage collaboration between the disciplines and will allow our staff to utilize best in class solutions to enable experimentation and moments of serendipity.



Thank You

Questions?



Good News from Academic Affairs

June 2014 – September 2014

Professor wins award for study on using VR tool to train teachers

Nazan Bautista, an associate professor of teacher education, has received the 2014 National Technology Leadership Initiative (NTLI) Fellowship award for a study she presented at the Association for Science Teacher Education (ASTE).

Miami Middletown receives \$2.6 million gift

The Middletown Community Foundation announced the largest gift in its 38-year history, a \$5.2 million bequest from the estate of James R. Myers. The gift will fund several permanent endowments at the Middletown Community Foundation to benefit multiple charities throughout the area, with half of the funds dedicated to the support of Miami University Middletown.

Miami's high-caliber student body and professors' commitment lauded in Fiske Guide to Colleges 2015

The Fiske Guide to Colleges 2015 recognizes Miami University for its "high caliber of student body" and "professors' knowledge and willingness to help" in its list of the "best and most interesting colleges and universities."

Sculpture part of International Triennial of New Media Art

"Balance from Within" (mechatronic sculpture, 2010-2013) by Jacob Tonski, assistant professor of art and [interactive media studies](#), is part of the exhibition "thingworld: International Triennial of New Media Art 2014" at the National Art Museum of China. (photo by Randian-online.com)

Mosley-Howard was part of 1970s innovative team researching black Americans

Susan Mosley-Howard's involvement in a group that initiated landmark research into the health and welfare of black Americans still impacts her own teaching and research nearly 40 years later.

The interim dean of Miami University's College of Education, Health and Society and a professor of educational psychology was the only undergraduate student to serve as a research assistant for the University of Michigan Program for Research on Black Americans when it was established in 1976. It was one of the nation's first university-based research and training programs to focus on the real-life needs of the black community, according to the University of Michigan (U-M).

Yeck Family Foundation sponsors Miami's Great Seal

William "Bill" Yeck (Miami '36) was never one for the ordinary. Whether it was the innovative and award-winning direct mail business he began with his brother, John (Miami '34), more than 75 years ago or the collection of visionary philanthropic projects he conceptualized and brought to life, he always had a flair for the original.

UPDATE ON RE-ACCREDITATION PROCESS

*Miami University
September 2014*

Prepared by Carolyn Haynes, Associate Provost

OVERVIEW OF THE RE-ACCREDITATION PROCESS

In July 2011, Miami University signed an agreement with the Higher Learning Commission for Miami to be one of twenty institutions to pioneer “Open Pathway,” a more streamlined, ongoing and electronic means for reaffirmation of accreditation than the traditional “Program to Evaluate and Advance Quality” (PEAQ) used in the past.

Open Pathway entails a ten-year cycle with two key components:

- 1) Assurance Process which includes brief electronic arguments with key supporting evidence focused on each criterion and stored in an electronic warehouse; and
- 2) Improvement Process which showcases the institution’s efforts at self-enhancement and innovation.

IMPROVEMENT PROCESS

The Higher Learning Commission assigned this cohort of Open Pathway pioneers a special improvement project: to examine the Degree Qualifications Profile (DP) promoted by the Lumina Foundation

http://www.luminafoundation.org/publications/special_reports/degree_profile/. The Degree Qualifications Profile is a tool developed by the Lumina Foundation to illustrate concretely what students should be expected to know or do when they graduate with an associate, bachelor’s or master’s degree. The Higher Learning Commission is exploring whether and how the Degree Qualifications Profile should be incorporated into the accreditation process. It is seeking the input of institutions with a strong accreditation history to offer feedback on the DP.

The profile includes five categories or areas of learning: (1) integrative knowledge; (2) specialized knowledge; (3) intellectual skills; (4) applied learning; and (5) civic learning.

Each area of learning contains associate, bachelor’s and master’s degree outcomes. To test the Degree Qualifications Profile, Miami University held over 30 focus group sessions on the Degree Qualifications Profile with students, faculty from all associate, bachelor’s and master’s degree programs as well as Student Affairs staff and parents. In our September update, we shared the key findings of the focus groups. The final report is being drafted and will be submitted to the Higher Learning Commission this summer.

Miami University submitted its final report in May 2013, and in November 2013, we received official approval from the Higher Learning Commission. Thus, the portion of the re-accreditation process is complete.

ASSURANCE PROCESS

The Assurance Process entails three major components:

- 1) Creating a set of narratives that address each of the five criteria. Each of the five criteria also includes a set of 12-20 related points known as “core components.” A narrative as well as evidence supporting the claims

made in the narrative are developed for the core components of each criterion and loaded into an electronic evidence file that is administered by the Higher Learning Commission. The five criteria are:

- The institution's mission is clear and articulated publicly; it guides the institution's operations.
 - The institution acts with integrity; its conduct is ethical and responsible.
 - The institution provides high quality education, wherever and however its offerings are delivered.
 - The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.
 - The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.
- 2) Responding to a set of federal compliance requirements which focus on: assignment of credits, program length and tuition; institutional records of student complaints; publication of transfer policies; practices for verification of student identity; Title IV program responsibilities; required information for students and the public; advertising and recruitment materials; review of student outcome data; and standing with state and other accrediting agencies.
- 3) Ensuring that the University is engaging in a set of "assumed practices" which are articulated by the Higher Learning Commission. These practices focus on ethical and responsible conduct; resources and support for teaching and learning; evaluation and improvement of teaching and learning; and resources, planning, and institutional effectiveness. These are considered foundational to the criteria and are typically matters of fact.

During the summer of 2014, Associate Provost Carolyn Haynes completed full drafts of all three major components listed above. Appropriate portions of these documents are currently being vetted by key leaders across the University. These materials will be revised by the end of the fall semester. The winter term will be devoted to polishing the materials, ensuring that they are loaded into the electronic system, and finalizing all details of the review team visit which will occur on April 26-28, 2015.

Special thanks should go to Eric Resnis of the University Libraries & CELTUA for his assistance in collecting and organizing data needed for the assurance process and to the members of the Accreditation Steering Team:

1. Belinda Barr, Assistant Dean for Access and Assessment, University Libraries
2. Mike Curme, Dean of Students
3. Diane Delisio, Associate Dean, College of Engineering and Computing
4. David Ellis, Associate Vice President, Finance & Business Services
5. Susan Ewing, Associate Dean, College of Creative Arts
6. Gwen Fears, Associate Dean of Students
7. Ann Frymier, Associate Dean, Graduate School
8. Carol Jones, Associate Registrar
9. Denise Krallman, Director, Office of Institutional Research
10. Cathy Bishop-Clark, Associate Dean, Regional Campuses & College of Professional Studies & Applied Sciences
11. Allan Winkler, Associate Dean, College of Arts & Science
12. Tim Greenlee, Associate Dean, Farmer School of Business
13. Judy Rogers, Associate Dean, College of Education, Health, and Society
14. Eric Resnis, University Libraries and CELTUA

Appreciation should also be given to all of the vice presidents, associate vice presidents, deans, and other leaders at the University who have assisted in the review and revision of the accreditation materials.

TIMELINE OF ACTION STEPS

Below are the key steps we have taken to date as well as the steps still needed to complete the re-accreditation process:

Date	Implementation Steps for Assurance Process
Fall 2011	Purchase software tracking system for internal use; and begin plans for training of key stakeholders.
	Identify leader for the Assurance and Improvement Processes (Carolyn Haynes).
	Identify contacts from each department or unit for accreditation and assessment purposes.
	Establish an Accreditation Steering Team.
	Study the revised HLC core criteria, identify areas where Miami may need improvement, and begin creating an outline for the assurance arguments.
	Participate in HLC webinar about planned next steps.
	Learn software system, and begin collecting key documents and identify gaps in data for each criterion.
	Communicate overall strategy for accreditation and value and use of assessment to administrators. Advertise the workshops and resources for assessment plan development.
	Participate in "Open Pathways" meeting in Chicago, and receive training on HLC collaboration network software. Post and receive comments on cohort e-network.
	Create plan for the Improvement Process (study to test the Degree Qualifications Profile).
	Develop accreditation website at www.muohio.edu/accreditation .
Spring 2012	Review assessment plans; offer follow-up suggestions and request revisions as needed.
	Begin collecting assessment plans from each department.
	Participate in HLC Conference and Open Pathways training meeting.
	Create draft outline for Assurance Argument and list of needed documents & data.
	Hold focus sessions with representatives from every academic department and program, Student Affairs and parents to yield perspectives on the Degree Qualifications Profile.
Summer 2012	Update university community on status of accreditation efforts.
	Develop generic and specific templates for all academic departments and non-academic units. Load onto Compliance Assist.
	Create communications to administrators on action steps to take in 2012-2013 related to Assurance Process.
Fall 2012	Create training materials for completing templates.
	Create and hold training sessions for posting and uploading data onto software tracking system. Invite one or two representatives from each unit to participate in training sessions.
	Review assessment plans and offer follow-up suggestions as needed.
	Finalize templates in tracking system.
	Office of Institutional Research, Registrar and Graduate School upload key enrollment, demographic and research data onto each department or program folder by end of December.
	Departments begin uploading relevant materials into the software tracking system.
Spring 2013	Conduct additional focus group sessions on Degree Qualifications Profile.
	Hold additional training sessions for completing templates for those who need a refresher session or did not complete a session in the fall.
	Assessment reports for undergraduate and progress updates from graduate programs completed and uploaded into tracking system.
Summer 2013	Analyze focus group and other data, and prepare the Improvement Process final report.
	Complete Improvement Process Report on the effectiveness of the Degree Qualifications Profile, and submit to the Higher Learning Commission.
Fall 2013	Assessment Reports for graduate programs (full report or progress report) are collected and uploaded onto tracking software system

	Continue compiling needed data for reaffirmation of accreditation and store in tracking system.
Winter 2014	Create outlines for each of the narratives in the Assurance Argument.
Spring 2014	Share outlines with key stakeholders across the University for input. Revise outlines as needed. Collect key sources (evidence) for claims made in outlines.
Summer 2014	Complete full drafts of all narratives, responses to the federal requirements, and verify compliance with all assumed practices. Make preliminary plans for the review team visit. Remove all data from electronic tracking system and transfer them to the electronic evidence file owned by the Higher Learning Commission
Fall 2014	Vet draft of narratives, explanation of assumed practices, and responses to federal requirements with key stakeholder groups; revise as needed Make changes to policies and procedures to comply with federal requirements and assumed practices as needed. Load all materials into the electronic system overseen by the Higher Learning Commission; revise and polish as needed. Finalize details of review team visit.
Spring 2015	Submit Assurance Argument and electronic Evidence File to Higher Learning Commission. Host peer reviewer visit on April 26-28

CONCLUSION

Miami University is in the final stages of its 2015 application for reaccreditation. I believe that we are successfully meeting the HLC accreditation criteria and core components.

However, a few areas for improvement remain and may appear in the review team's report:

- 1) Securing annual assessment reports for all undergraduate and graduate degree programs from academic departments and programs, and implementing an ongoing review process to ensure high quality assessment and use of data for program improvement;
- 2) Creating a comprehensive plan for distance delivery courses and oversight of them to ensure quality and consistency; and
- 3) Creating a comprehensive plan for promoting a diverse body of students, faculty and staff and cultivating an inclusive climate;
- 4) Instituting a consistent university-wide protocol for handling student complaints that do not fall under the purview of established procedures (e.g., academic grievance, Title IX, EthicsPoint).

Some action steps that are underway to address these concerns include:

- A new ongoing procedure for review of assessment plans and reports conducted by divisional curriculum committees and incorporated into academic program review was recently approved by the Council of Academic Deans;
- Plans for distance and hybrid learning are being constructed under the leadership of the new assistant provost for e-learning;
- Strategies related to the second foundational goal of the Miami 2020 Plan (which relates to inclusion and diversity) have been developed by all divisions and departments.
- A protocol for handling student concerns is being reviewed by the Council of Academic Deans and the President's Executive Committee for immediate implementation.

Board of Trustees Presentation

Institutional Diversity, Ronald Scott, AVP

Overview of Office of Institutional Diversity at Miami

Structure and Organization of the Institutional Office

Mission and Charge of Office (Strategic Plan and 20/20 Goals)

OEEA (Affirmation Action Plan)

University Committee Oversight

Council on Diversity and Inclusion

I AM Miami Advisory Committee

Reporting (Bias, Sexual Harassment/Discrimination)

Diversity and the University Mission and Values

The Miami University mission and its interwoven connection to diversity is featured in every major document, including the General Bulletin, Miami University Policy Manual, student handbook, on various pages of the University and Unit web sites, and articulated at public venues, such as recruitment events, orientation, convocation, commencement, and presidential addresses. The mission is also embedded in other core statements, including the vision, diversity, and values statements.

Developed in 2007, the vision statement was designed to ensure that Miami continued to build upon its historic strengths while also taking concerted strides toward future improvement:

“Provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs.”

Two additional core statements, “Values Statement” and “Statement Asserting the Respect for Human Diversity,” which complement the mission, were approved in 2002 and 2004, respectively. In 2013, the values statement was recast as the Code of Love and Honor, which is part of the I Am Miami initiative. Since then, students have been introduced to the code at summer orientation and given a wallet size copy at the convocation ceremony, and it is reinforced on the university website, in messaging across the University, and at other key events, including commencement and the 2013 presidential address. Used to assert our traditions and define the culture to which we aspire and who we are as Miamians, the code reads:

I Am Miami.

I believe that a liberal education is grounded in qualities of character and intellect.

I stand for honesty, integrity, and the importance of moral conduct.

I respect the dignity, rights, and property of others and their right to hold and express disparate beliefs.

I defend the freedom of inquiry that is the heart of learning.

I exercise good judgment and believe in personal responsibility.
I welcome a diversity of people, ideas, and experiences.
I embrace the spirit, academic rigor, opportunities, and challenges of a Miami Experience, preparing me to make the world a better place.
I demonstrate Love and Honor by supporting and caring for my fellow Miamians.
And because I Am Miami,
I act through my words and deeds in ways that reflect these values and beliefs.
With a deep sense of accomplishment and gratitude,
I will Love, Honor, and make proud those who help me earn the joy and privilege of saying,

The mission and core statements all focus on the key tenets of a liberal education, including integrity, freedom of inquiry, scholarly inquiry and academic excellence, inclusion and diversity, moral character, and personal responsibility.

These tenets as well as the overall mission have formed the bedrock of Miami's planning efforts, including the First in 2009 Goals (2002-2008), the Five-Year Strategic Goals (2009-2014), and the current Miami 2020 Plan.

Created by President Jim Garland, the First in 2009 plan focused on building innovatively upon the traditional hallmarks of the Miami educational experience and encompassed eight goals: a more highly qualified student body, greater academic support for faculty, a stronger curriculum, richer intellectual & cultural life, greater diversity, enhanced facilities, stronger revenue base, and improved ability to learn from other institutions. After researching best practices at other institutions, all divisions and departments set their own target goals that were aligned with the University's eight goals.

Developed by President David C. Hodge in 2008 with the endorsement of the Board of Trustees, the Five-Year Strategic Goals Document reaffirmed our core values with the statement, "The defining hallmarks of an engaged Miami education are a broad foundation in the liberal arts and an intense focus on both the intellectual and personal development of highly motivated undergraduates, leading to exceptional student success." The document also focused on five key goals:

1. Make the Miami undergraduate experience among the very best in the nation.
2. Ensure excellence in graduate education.
3. Raise the level of scholarly accomplishments.
4. Maximize Miami's contributions to regional, state, national and global communities.
5. Establish a firm foundation for our future success by maximizing and leveraging our resources.

Crafted through an inclusive and comprehensive planning process consisting of 50 representatives from all academic and administrative divisions and approved by the University Senate and Board of Trustees, the newly adopted Miami 2020 Plan focuses on one unifying goal: "Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes." This goal is supported by three foundational goals:

1. Ensure vitality and sustainability by building a forward-looking, efficient, and caring culture that stimulates, recognizes, and rewards creativity, entrepreneurial thinking, and exemplary performance.
2. Promote a diverse culture of inclusion, integrity, and collaboration that deepens understanding and embraces intercultural and global experiences.
3. Cultivate mutually beneficial partnerships and applied and service-oriented projects that strengthen our local, state, national, and world communities.

Each goal includes objectives and specific metrics for gauging progress. All divisions, departments, programs, and offices have identified strategies, challenges, and opportunities for achieving the metrics, objectives, and goals; and each will report annually on progress made.

The institution relationship between mission and the diversity

The mission, the “I Am Miami” initiative, and the recently approved Miami 2020 Plan all explicitly underscore the significance of diversity and inclusion as critical imperatives for institutional success. The mission statement emphasizes the need “to cultivate an environment where diversity and difference are appreciated and respected,” while the “I Am Miami” Code of Love and Honor helps to instill a respect for diverse perspectives and a welcoming spirit in students. The second foundational goal in the Miami 2020 Plan focuses explicitly on diversity and includes four specific objectives, each with measurable metrics:

1. Attract and retain a diverse community of students, faculty, staff, and administrators.
2. Create an environment where our people live, learn, and work cooperatively with those of widely varied backgrounds, beliefs, abilities, and lifestyles, moving beyond boundaries to welcome, seek, and understand diverse peoples and perspectives.
3. Achieve cultural competency among members of the Miami community by immersing them in domestically and globally relevant learning experiences.
4. Expand, virtually and physically, Miami’s global involvement.

All divisions of the University have developed plans that include specific strategies for meeting these objectives, and are posted publicly on our website, and will be assessed annually.

Departments and other units will report on their progress to deans or vice presidents who will submit reports each year to the president and provost. The provost will present findings annually to the Board of Trustees.

To ensure greater success in terms of diversity, in 2013, the University created a new “Office of Global Initiatives” that combines all international support services and is led by a new assistant provost. Miami also appointed a new associate vice president for institutional diversity in 2009, and the University Multicultural Council was reconstituted and renamed the Council on Diversity and Inclusion (CODI) to focus more pointedly on cultivating diversity and inclusion. Each division features a committee and/or administrators whose charge is to set division-specific diversity and international goals and strategies. Following the recommendations of the sexual assault prevention task force, a Deputy Title IX Coordinator for Student Sexual Assault was appointed in 2013.

Miami has a number of diversity-related units and centers focused on diversity and internationalization, including:

- **Miami University Dolibois European Center (MUDEC)** which is housed in a 15th century château in Differdange, Luxembourg and offers approximately 120 students each semester a combination of academic study, engagement in the local community, and various faculty-guided and independent travel opportunities. All students live in a European homestay arrangement; courses are focused on Europe, and many are taught by Miami faculty who live at the Center for up to two academic years.
- **Office of Global Initiatives** which encompasses all internationally focused support units, including:
 - *International Student & Scholars Services Office* provides support for international students and faculty (immigration and Visa resources, transitional issues, peer mentoring, workshops).
 - *Study Abroad Resources* provides comprehensive information about study abroad to students and departments, advising, and other forms of support, including assessment of study abroad and a pre-study abroad course.
 - *Global Assistance Program (MU-GAP)* supports travelers in a well-coordinated, collaborative effort, with experts from within the university, as well as contracted providers, and specialists in the field (crisis management, travel coordination, passport services).
 - *Center for American & World Cultures* provides courses, events, and other programs to advance understanding of other cultures.
 - *The Confucius Institute* serves as a platform for the internationalization of current and future Miami students and fosters an attitude of globalization and eagerness to study the Chinese language and culture. In addition, the Institute operates as a host outreach program, helping the MU community and the state of Ohio adapt to the changing global economy.
- **Office of Diversity Affairs** which is located in the Armstrong Student Center and offers direct support to diverse populations (including GLBTQ students), social justice through diversity education, and multicultural programming and campus resources on issues of diversity.
- **Office of Diversity and Multicultural Services** which is located on the regional campuses and dedicated to providing a supportive atmosphere for students, faculty, staff, and local community members of diverse backgrounds (e.g., racial/ethnic, gender, age, international, ability level, economic, sexual orientation, religion/spirituality). It offers cultural communication, programming, mentoring, workshops, as well as leadership and community service projects that educate and engage the campus and local communities in diversity related issues.
- **Women's Center** which exists to support and empower women, educate the campus about women's issues, and help the University achieve positive institutional change related to gender equity.

- **American Culture and English (ACE) Program**, which is an intensive, non-credit, semester-long program for conditionally admitted students on the Oxford campus who need to improve their language skills and cultural understanding.
- **English Language & Culture (ELC) Program**, which, like the ACE Program, provides full-time intensive, and noncredit English language instruction and prepare students for full admittance to the Middletown campus.
- **Over-the-Rhine Residency Program** which offers students from a variety of majors a full immersion and semester-long academic and community service experience in the inner city Cincinnati neighborhood of Over-the-Rhine.
- **Urban Leadership Internship Program** which provides students a summer internship and service-learning for students in one of several urban areas, including Chicago, Dayton, Columbus, and Cincinnati.
- **Center for Enhancement of Learning, Teaching & University Assessment (CELTUA)** that offers faculty development on teaching across cultures.
- **Havighurst Center for Russian and Post-Soviet Studies** which is dedicated to research by Miami faculty with other scholars from Russia, Eastern Europe, and Eurasia, and from other American universities; to service and learning activities that provide a greater understanding of this region for the student community; and to programs designed to foster interdisciplinary research on the most important questions relating to the future of this area.
- **Interdisciplinary programs focusing on global and intercultural understanding** such as International Studies, Women's, Gender & Sexuality Studies; Latin American, Latino/a & Caribbean Studies; Black World Studies, and Asian & Asian American Studies are also offered at Miami.

In addition to the offices, centers, and programs listed above, the University has integrated global and intercultural learning into its curriculum. In the newly approved Global Miami Plan, students will be required to complete global and intercultural courses as well as meet an experiential learning requirement. In 2014, the summer reading book selected was Bruce Watson's *Freedom Summer* to commemorate the 50th anniversary of the heroic work of the freedom summer volunteers who were trained on the site of the Western campus of Miami University. During the 2014-2015 academic year, Miami engaged in a year long series of events, "Celebrating Freedom: Understanding the Past, Building the Future," that provided an opportunity for students, staff, and faculty to reflect on the progress made and the efforts yet to come in the United States and globally to ensure the freedom and dignity of all peoples.

The Farmer School of Business as well as the College of Education, Health, and Society require students in their divisions to complete a diversity-oriented course, and the College of Arts & Science has a foreign language requirement. Within the past ten years, several diversity-related degree and certificate programs (e.g., social justice major, China business certificate, critical and classical languages & cultures co-major) have emerged.

Miami also has a number of student organizations, including the Diversity Affairs Council that is under the Associated Student Government, representing diversity on campus, including Asian

American Association, Black Student Action Association, Hillel, Indian Students Association, Association of Latin American Students, Muslim Students Association, Native American Student Association, and Spectrum (GLBTQ). In addition to the student organizations there are a number of offices and organizations for diverse faculty and staff.

Some of the major recent initiatives that are designed to foster a welcoming and inclusive environment and global/intercultural understanding are:

- **Safe Zone Training, established in 2009**, is a collaborative training effort led by the Office of Diversity Affairs that engages students, staff, and faculty across departments and offices to create a safe and more supportive social and educational campus climate for all GLBTQ students, faculty, and staff.
- **Sexual Assault Prevention Task Force** has developed two reports (2006 and 2013) that include key strategies and recommendations with the intent to strengthen safety, increase awareness, and encourage a respectful and supportive campus community. Strategies have included educational efforts, evaluation and enhancement of the university's direct response to incidents, and support for long-term solutions.
- **Institute for a Superior Liberal Arts Education** is a joint project of Miami and Walnut Hills High School and for the past three years, has annually brought leaders from high schools and liberal arts colleges and universities across the nation to discuss best practices in advancing liberal arts education to diverse students.
- **Academic Partnerships Committee** was formed in 2013 to oversee and coordinate efforts to develop partnerships with US and international high schools, colleges, and universities to encourage greater diversity and global learning. Partnerships involve dual degree programs, articulation and transfer agreements, joint research projects, academic and industry collaborations, etc.
- **Shared Futures** is an AAC&U initiative to advance global learning in general education programs in which Miami participated. Miami's participation in this initiative informed the revision of the Global Miami Plan and shaped the strategic directions of the Global Initiatives Office.
- **Global Studies Committee** was constituted and charged by the Provost, in conjunction with the College of Arts & Science, to develop a proposal for the global studies unit.
- **Global Teaching & Learning Annual Award**, which was developed in 2013 to highlight and to encourage best practices in teaching global, learning outcomes at the undergraduate level.
- **Global Service Learning** is a new initiative to advance international experiential learning among faculty and students.

These efforts have led Miami to be ranked third for the number of students studying abroad among public doctoral institutions nationwide by the 2013 Institute for International Education report, with over 40% of our undergraduates studying abroad.

Since 2006, Miami has had a slow and steady increase in the number of diverse domestic students (from 9% of the first year class in 2006 to an estimated 13.3% in 2014) and an increase in the

number of international students (from less than 1% of incoming students in 2006 to an estimated 5.5% in 2014). With regards to faculty, the number of female faculty has increased over time and the number of racially and ethnically diverse faculty has ranged from 14-17%. Classified and Unclassified staff numbers have room for improvement.

Overall, despite efforts and important gains, Miami still has room for improvement, particularly in the areas of; enhancing the diversity of its staff, students, faculty, and high level administrators, and improving retention and graduation rates for diverse students; and ensuring that the Miami community remains a welcoming and inclusive community for all students, staff, and faculty.