

**MIAMI UNIVERSITY
BOARD OF TRUSTEES
Oxford Campus
Minutes of the Board of Trustees Meeting
Marcum Hotel and Conference Center, Room 180-4-6
Friday, June 21, 2013**

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

The meeting was called to order at 9:00 a.m. in the Marcum Hotel and Conference Center, Room 180-4-6, on the Oxford Campus with the Board Chair, Ms. Sharon Mitchell, presiding. The Secretary of the Board, Mr. Dennis Lieberman called the roll and reported eight voting members present; constituting a quorum for the purpose of transacting business. In addition to the Board members; President Hodge, Vice Presidents Allison, Creamer, Gempesaw and Herbert were present, as were Deedie Dowdle, Associate Vice President for Communications and Marketing, David Sayler, Director of Intercollegiate Athletics, Peter Natale, nominee for Vice President for Information Technology, and Ted Pickerill Secretary to the Board of Trustees. Members of the faculty, staff, student body and community were also in attendance.

Present: Jagdish K. Bhati	Denise A. Lieberman
David H. Budig	Sharon J. Mitchell
Donald L. Crain	Mark E. Ridenour
C. Michael Gooden (National Trustee)	Robert W. Shroder
Sue J. Henry (National Trustee)	Harry T. Wilks
Terry Hershey (National Trustee nominee)	Arianne Wilt (Student Trustee)

Absent: C. Michael Armstrong (National Trustee)

Executive Session

Mr. Shroder moved, Mr. Bhati seconded, and by unanimous roll call vote the Board convened to Executive Session to discuss personnel matters, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22. Following adjournment of the Executive Session, the Board convened into the Public Study Session.

Public Study Session

Intercollegiate Athletics

David Sayler, Director of Intercollegiate Athletics, updated the Board on the past year's achievements and changes within Intercollegiate Athletics. He reviewed student achievements,

such as; the high grade point averages, retention and graduation rates; championships, and the award of the Jacoby Trophy; he also highlighted student service to the community. Mr. Sayler reviewed changes in ICA's organizational structure, and announced plans to begin an ICA capital campaign to support facilities and scholarships, as early as January 2014.

Mr. Sayler was asked about the number of staff within ICA and how it compares to prior years. He replied that it is less, by approximately five positions overall.

Mr. Sayler's presentation is included as Attachment A.

Public Business Session

Approval of the Minutes of the April 26, 2013 Meeting

Mr. Shroder moved, Mr. Budig seconded, and by voice vote the minutes of the April 26, 2013 Board of Trustees meeting were unanimously approved, with eight Trustees voting in favor and none opposed.

Consent Calendar

Mr. Bhati moved, Mr. Budig seconded, and by voice vote Resolution R2013-37 (Designation of Emerita/Emeriti) was unanimously approved, with eight Trustees voting in favor and none opposed.

Designation of Emerita/Emeritus

RESOLUTION R2013-37

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

Diana Spillman
Kinesiology and Health

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

Michael Dantley
Educational Leadership

Britton Harwood
English

Carl Paternite
Psychology

Douglas Troy
Computer Science & Software Engineering

Chi Chung David Yen
Information Systems and Analytics

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

Debra Hust Allison
Information Technology Services

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

Kathleen Robinson
Information Technology Services

Sara Speh
College of Arts & Science

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

John Hart
Information Technology Services

Comments by the Chair

Board Chair Sharon Mitchell commented:

Good morning and welcome to today's meeting of the Board of Trustees. In April we were looking forward to high school students deciding on what college to attend, and now we know thousands have chosen Miami! The Class of 2017 will be one of Miami's strongest and most diverse classes ever. Well done to the Enrollment Management Team and to all of the Miami faculty and staff who make the Miami experience so very special. A special thanks to Michael Kabbaz and the Enrollment Management Team for their excellent work and their remarkable results. They set breakthrough goals, helped create new programs and strategies – took some well-calculated risks – and they produced an outstanding outcome!

Another outstanding achievement is that Miami exceeded its \$500 million goal for the "For Love and Honor Campaign." It took a decade of tremendous leadership and hard work from campaign leaders and from staff; we now have a successfully completed campaign and \$500 million to invest in the best possible educational experience for our students. A sincere thanks to everybody that was involved in the campaign.

Sadly, since our last meeting, Miami basketball standout, and long-time Miami Coach, Charlie Coles, passed away. Coach Coles will be greatly missed, not simply for what he brought to basketball, but for how he touched so many lives. With 355 wins overall, he achieved more wins than any other Miami coach, and more MAC wins than any other coach in conference history. Coach Coles' players have long excelled both on and off the court and have represented Miami with honor and distinction. Charlie was an inspiration to all and will be deeply missed.

In athletics, as we just heard, the women's sports teams excelled, earning Miami's fifth Fred Jacoby Trophy as the best overall women's athletic program in the Mid-American Conference. Four sports – swimming and diving, tennis, field hockey, and soccer - finished first in the Conference.

In the classroom, as we also heard, Miami athletes excelled as well, recording their all-time highest cumulative grade point average, with a 3.238 GPA, an absolutely outstanding performance.

In the area of partnerships, Miami recently forged new partnerships and strengthened existing ones. In May, President Hodge, along with Trustees Bhati and Shroder, traveled to the Northeast Ohio Medical University to formally establish the Miami-NEOMED Pathway Program. The program is designed to identify and support future medical school students starting in their middle and high school years. The agreement recognizes Miami's exemplary record of educating undergraduates for successful admission to medical school.

Another new opportunity began as Miami's Middletown Campus partnered to bring international students to Miami Middletown's English Language Center. The students will be immersed in full-time intensive English language instruction, and also take courses in math and American studies in preparation for full admission to Miami University's Middletown Campus.

An existing relationship was also strengthened as Miami continued its partnership with the Over-the-Rhine community. The program is not a co-op or internship - these Miami students live in Over-the-Rhine as members of the community. The program is powerful, and many students have chosen to continue their commitment to the neighborhood well beyond the formal program.

Such partnerships allow so many to benefit, and a focus on the value of partnerships is a key aspect of the Miami 2020 plan. Following the publication of the Plan's goals and objectives, which were presented at the last Board meeting, attention has turned towards defining the measures and metrics. I'd like to thank Dean Phyllis Callahan, Dr. Jim Kiper, the members of the 2020 teams, and the entire Miami Community for their roles in creating this plan. I look forward to the continuation of the process as unit level plans are created to achieve our objectives.

Commencement 2013 was a remarkable event, with 3,678 degrees awarded and a keynote speech from Miami's own Wil Haygood, author and Washington Post journalist, whose front-page story of White House butler Eugene Allen is the inspiration for the movie "The Butler."

Through his remarks, it was clear that Wil Haygood is the embodiment of the Miami experience. Congratulations to all our graduates.

Later today we will honor and thank Vice President Debi Allison with a Resolution for her many years of service to Miami. I would also like to thank and wish the very best to Dean Jim Lentini of the School of Creative Arts, who leaves to become Provost at Oakland University, and to Vice President Barb Jones who will become the Vice President for Student Affairs at Boston College. I would like to thank Dr. Jim Kiper, the outgoing Chair of the University Senate Executive Committee, Jim has been a strong advocate and voice of the Senate for the past year and has been a valuable advisor and partner to the Board as he has attended our Committee meetings and our Board meetings – thank you very much Jim. Finally, I would like to warmly welcome Peter Natale, who will become Miami’s next Vice President for Information Technology – welcome Pete.

Reports, Ordinances and Resolutions

President’s Report

The President began by commenting on the wonderful news shared by Chair Mitchell about all that has happened at Miami over the last few months. He continued his report, talking of transitions:

Let me begin my remarks with Commencement - and the general theme of my remarks will be these wonderful transitions and the comings and goings that occur at this time of the year. Commencement is that time when we launch our graduates out into the world; while we have worked hard on the Miami 2020 visions, we focused not only on our financial underpinnings, and not only on the students’ experience at Miami, but also on what they can do with that experience, and Commencement is the time when “the rubber hits the road,” as our students take all that they have acquired here, all the experiences, and all the learning, and use it the next phase of their life, and indeed the rest of their lives. I want to stress again Wil Haygood’s remarks at Commencement as he spoke of the importance of persistence and the importance of taking second chances; who could ever forget his quintessential remark of students who persevere to graduate “Summa Cum Lucky.”

We are now in the process, this month, of inviting all of our new students to campus for a day and a half long orientation. This is an important part of the success of students, not only do they get oriented as to where the buildings are located, they receive a sense of what is expected of them. We believe it important that people understand what’s expected, where they are going, and how they will get there; and this is true for their parents who attend orientation as well - I’m very proud of the quality of these orientations.

Part of the orientation is preparing our students for the Convocation, and the heart of the Convocation is the book; this year’s selection “Reality is Broken,” by Jane McGonigal, is a particularly timely choice, and it tells of how we can be better educators. The author also has a Ted Talk, which I encourage everyone to view. The Ted Talk has some powerful images, one of which has a student looking bored in class, then looking fully engaged while playing a video

game. While we are not here to entertain students, we are here to engage students, and this is one way of talking about learning and being excited about learning – the more motivated our students are, the deeper the learning they will experience.

Another part of the comings and goings that is very exciting right now is how we are surrounded by Alumni Weekend, all about are tents and activities. Last night Mrs. Hodge and I had the great pleasure of being with the class of 1963, enjoying their 50th reunion. This is a time for memories, but it is also a time when we take stock of the quality of an institution in a different way – at the end of the day, the best measure of a University is the quality of the lives, and the contributions made by the Alumni, who they are, what they do, what they accomplish. I never tire of attending the fiftieth anniversary dinners, because the reflections there about the quality of the lives, the contributions, the friendships formed, are truly inspiring. It was also inspiring that this group has contributed \$2.5 million to the University, which is an ongoing commitment they have made to making Miami special.

I would also like to highlight that we have passed the \$500 million goal for our campaign, which continues until the end of the calendar year. But, our work does not stop then; it is similar to David Saylor's remarks about replacing a coach who has enjoyed incredible success and moved on – the program is exciting, and you want to replace them with another coach who can come and bring the same energy. That is what happens here, the energy and support from our alumni and friends does not go away – what we have is momentum and confidence, what we also have is the tangible evidence of how the sum of these gifts makes a difference. We have \$100 million in scholarships, those dollars provide opportunities to students, opportunities they would otherwise not have – it is a fantastic contribution. We have a Farmer School building, we have the new Armstrong Student Center – other tangible pieces of evidence; at the heart of it, it is about making the experience and the possibilities for success here, at Miami, even greater.

I'd like to end by sharing a note which was forwarded to me. It is from a student of Dr. Chris Makaroff, Associate Dean in the College of Arts and Science. Chris has been Chair of the Chemistry Department, and with Steve Wyatt, co-Chaired the Strategic Priorities Task Force. He is the quintessential teacher-scholar, who is internationally recognized and has done extraordinarily work in his field of research, and one who has a passion for his students. This note is about a student who reflects on her experience at Miami as she has just acquired a new position. It reinforces at the heart of it, what we put as the preeminent goal for Miami 2020 – to create a vibrant learning and discovery environment that leads to extraordinary success. The recent survey of the Association of American Colleges and Universities, when asking employers what mattered most, found a focus on the critical skills that people have; first, the ability to think critically; second, the ability to communicate effectively; and, third, the ability to solve complex problems, preferably in a collaborative manner. Please keep these survey results in mind as I share parts of this letter:

Hi Dr. Makaroff,

I will keep this succinct...on Tuesday I will be starting my job as the Director of Communications at "I Can Schools," the rapidly growing Cleveland

Charter School organization. Initially, I applied for the job as a Network Grants Writer, thinking that my technical skills and research background would make me a good fit for the job. After reading my resume and cover letter, one of the co-founders contacted me and asked if I was interested in interviewing for the new Director of Communications position. I later learned that I was one of fifteen chosen to interview out of four hundred applications. Marshall Emerson, the co-founder I spoke with, was frank in why they were interested in me. He told me the leadership team was fascinated by my scientific background, which I had highlighted in my cover letter. We spoke about my love of research and my work in the lab. Of course, science has almost no place in my position, but research in your lab provided me with a unique set of skills and abilities that apply to any career path. Although I was lacking a number of the qualifications the position called for, the skills I developed in the lab gave me something they deemed more important – potential and the work ethic to live up to it. Being able to learn and grow in a results-driven framework that held me accountable as an individual, and as part of group, was as important as my marketing and communication experience.

The position I will be working in is essentially an experiment; I will be the first to hold the position, I will establish all systems, and I will be the one to figure out what works through research, trial and error. I will need to learn and adapt quickly, staying organized, to prioritize and manage multiple projects effectively - skills that were constantly tested and honed in the laboratory. I've said it before and I will say it again, being an undergraduate research assistant in your lab, was the most powerful, useful, and enlightening experience I was lucky enough to have at Miami University. I knew this long before graduation, but now that it has virtually placed the career path of my dreams before me, I do not have powerful enough adjectives to describe my gratefulness. In some way, I reap the personal and professional benefits of my work in the laboratory every day, and I will be forever appreciative of your willingness to let me join your group. The experience provided all of us with an incredible foundation for our future.

The President continued. This is what Miami aspires to be, when we talk of a vibrant learning and discovery environment, it's one in which it is not confined to the classroom, but extends to every moment of a student's experience here at Miami. This Miami graduate has done a wonderful job in helping describe ourselves to prospective students and even to ourselves.

Report of the Chair of University Senate Executive Committee

Dr. James Kiper, Chair of the University Senate Executive Committee reported the following:

It is a pleasure to meet with you. I want to thank you again for the privilege of addressing you this year. I believe that this is the first year that the chair the executive committee of University Senate has been given a regular slot on your agenda, and I want to thank you for that. I hope that you have found this informative; it has been very useful for me to

understand the functioning of the Board and to get to meet you personally.

My report for the Academic and Student Affairs committee that I presented yesterday lists the issues discussed and resolutions approved over this academic year. It has been a productive year.

I do want to report to you that the University Senate did recommend approval of several of the resolutions that you will vote on today. In particular, the senate recommended approval of the change of name of the Schools of Engineering and Applied Science, of Education Health and Society, and Creative Arts to the names starting with the term College rather than School. We also recommended approval of the proposed name of the new regional division; and the change of name of several departments. The senate also discussed the resolution to change the Smoke free and Tabaco free policy. I do need to tell you that the vote of the senate (not necessarily my personal view) was that use of tobacco or smoking in personal vehicles should not be restricted. I believe that the thinking was that such vehicles are personal property.

I want to conclude by briefly discussing the major issues confronting the university, and in particular, the University Senate over the next school year. There are three issues that I want to mention. First is the implementation of the Miami 2020 plan. I may be a bit prejudiced about this, but I think the plan is a good one. However, the success of the plan will definitely be in its implementation. The time from now until December will be vital in setting the precise directions of departments and other units. A second important issue for us will be the implementation of Responsibility Centered Management. I think that RCM when guided by Miami 2020 can provide a powerful incentive for positive change. The third issue, and the one that I personally think may be the most significant is the planning and implementation of the revision of the Miami Plan for Liberal Education. This is the real heart of a Miami's mission.

I want to thank the Board of Trustees members who have participated in discussion of the Miami 2020 plan. These interactions with the Board have added much to the process. Also, it was wonderful to have Trustee Sue Henry join a two-day retreat earlier this week to help redesign the Miami Plan for liberal education.

I would like to introduce the next chair of the executive committee to you. He is Dr. Steve Wyatt. Steve is chair of the Department of Finance in the Farmer School of Business. Just this morning, Dr. Wyatt was quoted in the Dayton Daily News (and referenced in the Miami e-Report). He would not tell you this, but it is common for news sources to seek his knowledge, expertise, and opinion about financial matters affecting the nation. For my work with him over the past year, I am sure that you will find him to be a wise, trustworthy colleague and leader.

Report of the President, Associated Student Government

The ASG President was unable to be present and no report was filed.

Academic and Student Affairs Committee

Report of the Committee Chair

Committee Chair Sue Henry reported the following regarding the Academic and Student Affairs Committee meeting of June 20, 2013:

The Academic and Student Affairs Committee of the Miami University Board of Trustees met on June 20, 2013. The meeting was called to order by committee chair Sue Henry. The committee went into executive session and, subsequently, opened its public session.

ASG UPDATES

Danny Stewart, the new ASG Secretary for Academic Affairs, introduced himself and noted that his focus for the upcoming year will be academic advising, the role of the living-learning communities, and tutoring and other academic resources.

UNIVERSITY SENATE

Professor Jim Kiper presented a summary of actions undertaken by the University Senate over the prior year and introduced Professor Steve Wyatt as the new chair of the Executive Council of University Senate. We thanked Jim for his service to the committee.

PROVOST REPORT

Provost Gempesaw presented and the committee approved seven resolutions that we will be addressing here today.

ENROLLMENT MANAGEMENT

Associate Vice President Michael Kabbaz presented an extensive report on: (1) the Office of Enrollment Management's Mission Statement and FY14 goals, (2) an enrollment update for fall 2013, (3) an update on student debt, and (4) an update on the Enrollment Center project.

OFFICE OF ENROLLMENT MANAGEMENT

The OEM's mission is to create a culture of University-wide partnerships supporting student-centric services while embracing data-driven decision-making. Its goals are to support the University's multi-year enrollment planning and related student services, provide high quality customer-centric services, proactively manage the undergraduate enrollment size and composition, and enhance Miami's reputation through integrated marketing and communications.

ENROLLMENT

He also gave a brief enrollment update projecting that we will matriculate above our goal

of 3,600 students this fall.

LOAN DEBT UPDATE

For 2011-12, Miami had 55% of its students borrowing money and the average debt was \$27,817 an increase of \$639 from the prior year. This places us 6th highest out of Ohio universities and 5th among our competition set of universities. The maximum federal Pell grant is 42% of Miami's in-state tuition. Miami's average need based grant is \$7,326 approximately half of Miami's in-state tuition.

ENROLLMENT CENTER UPDATE

Before the "One Stop" Enrollment Center initiative, student services including Admissions, Bursar and Registrar were physically located together in the Campus Avenue Building, but they were separate offices. The envisioned Enrollment Center will become a single delivery point for the services offered by the Bursar, Registrar, Student Financial Assistance and Admissions. The EC will provide best in class services for students, faculty and staff on a 24/7 basis. It will provide better and easier information through the MyMiami portal and replace manual paper-intensive processes with automated, on-line applications. The goal is to accomplish a 90/8/2 service mix for web/phone/in-person services by Fall 2015. This new process will increase student satisfaction, increase retention, lower costs and become a selling point for Miami recruitment.

PRE-PROFESSIONAL UPDATES

PRE-HEALTHCARE STUDIES PROGRAM

Dr. David Pennock, Director of the Mallory-Wilson Center for Healthcare Education, described its pathways to healthcare professions program. The program consists of student advising, scholarships in excess of \$80,000 annually, college engagement and alumni participation. The program has developed a pre-med studies co-major and a pre-med University Scholars program, the new Miami-NEOMED partnership, preceptorships and other hands on experiences.

The program's success is reflected by a 63% acceptance rate to medical schools for Miami students compared to a 46% national acceptance rate. For Miami students with a 3.2 GPA and an average MCAT score, the acceptance rate is 80%.

PRE-LAW PROGRAM

Maria Vitullo, Director of the Pre-Law Program, reviewed the elements of the four year pre-law program emphasizing career exploration, advising, LSAT preparation, and the application process. The pre-law program has forged a university-wide network of advisors and coordinating projects and activities. Ninety-five per cent of Miami's applicants to law school are admitted compared to an 84% national acceptance rate. Nineteen per cent of our applying seniors are admitted to a top 25 law school.

STUDENT AFFAIRS UPDATE

Associate Vice President Mike Curme presented a written report for the Office of Student Affairs. The Office of Diversity Affairs hosted several lectures on diversity topics and sponsored two graduation events: the Lavender Graduation for LGBT graduates and the Horizon Celebration honoring multi-cultural and international students.

Three new first year Living Learning Communities will open this fall. They are: Guys in Engineering, Innovative Design, Thinking and Creativity and Compass. Also, three new second year LLCs have been initiated by the students. They are: Meaning and Purpose, Outdoor Leadership and Leadership Development.

The Rinella Learning Center is transitioning to a new electronic system (TutorTrac) supporting its Tutorial Assistance Program to facilitate student registration and access to tutorial services.

Student Affairs is keeping extremely busy this summer hosting approximately 9,800 students and family members at the 16 summer orientation sessions.

ALCOHOL AWARENESS

Rebecca Baudry Young, Director of Student Wellness, followed up her April committee presentation with an expanded report. We had an extremely thorough, enlightening and, sometimes, sobering discussion regarding:

- (1) the current alcohol use problem at Miami,
- (2) Miami's apparent reputation as a "party school,"
- (3) effective strategies to change the drinking culture, and
- (4) challenges to implementing those strategies.

The proposed major preventative strategies include: continued use of Alcohol-Edu, presenting alcohol-free options and activities, engaging the Oxford community, landlords and police, and especially the establishments serving alcohol, to initiate preventative measures, and communication and education of students recruitment and orientation. We also want to establish continued and persistent involvement of parents in the drinking discussion and develop more significant, impactful consequences for violations of the University's alcohol policies. The major challenges to implementing these initiatives appear to be a lack of funding, short staffing, and reticence among the Oxford community.

The Committee will continue to monitor this issue.

WRITTEN REPORTS

The following written reports also were submitted:

- Academic Good News, Provost Gempesaw
- Student Affairs Good News, Assistant Vice President Scott Walter
- Construction Project Update, Associate Vice President, Planning and Operations, Cody Powell
- Update on Development, Vice President, Advancement, Tom Herbert

Resolutions

Resolution for University Distinguished Professors

Provost Gempesaw introduced and spoke in support of the resolution to appoint Dr. Sheila Croucher and Dr. James Oris as University Distinguished Professors. He explained the prestige of the award and the great respect held for those who are nominated. He explained that nominations are made every other year for no more than two professors. He then outlined the specific accomplishments of Dr. Croucher and Dr. Oris.

Provost Gempesaw's presentation is included as Attachment B.

Mr. Lieberman moved, Mr. Bhati seconded, and by voice vote the resolution was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-38

BE IT RESOLVED: that the Board of Trustees approves the recommendations from the President and Provost that the following individuals be awarded the appointment of University Distinguished Professor effective with the 2013-2014 Academic Year:

Sheila Croucher
Distinguished Professor of American Studies

James T. Oris
Distinguished Professor of Zoology

Resolution to Change from the title School to College

Provost Gempesaw introduced and spoke in support of the resolution to change the title of several academic divisions from School to College. He explained that a consideration for this change grew out of the Regional Campus Implementation Committee's work, which considered the title of "College" for the regional campus academic division. A review of practices at peer institutions was conducted and it was found that use of the title "College" was common for all divisions, with the exception of Business Schools (which will maintain its use of the title School). Additionally, use of the title College will allow, if appropriate, for academic divisions to title some departments as Schools.

Mr. Bhati moved, Mr. Ridenour seconded, and by voice vote the resolution was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-39

WHEREAS, the title College and School are each used to refer to an academic division, and

WHEREAS, the use of each title, College and School, often varies by academic division, and

WHEREAS, University Senate has considered proposals from the Deans of several academic divisions to change the title from School to College,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves the following title changes:

The School of Creative Arts, is to be renamed the College of Creative Arts, and

The School of Education, Health and Society, is to be renamed the College of Education, Health and Society, and

The School of Engineering and Applied Science, is to be renamed the College of Engineering and Computing, and

BE IT FURTHER RESOLVED, that the Board of Trustees also approves the naming of the Regional Campus Division as the College of Professional Studies and Applied Sciences.

BE IT FURTHER RESOLVED, that the Provost shall establish and manage a process and timeline for the implementation of the title changes.

Resolutions regarding Department titles

With several resolutions regarding departmental title changes to consider, they were grouped, without objection, into a single vote for consideration. Provost Gempesaw then introduced and spoke in support of the resolutions.

Mr. Bhati moved, Mr. Crain seconded, and by voice vote Resolutions R2013-40, R2013-41, R2013-42, R2013-43, and R2013-44 were unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-40

BE IT RESOLVED: that the Board of Trustees hereby approves the departmental title change from the Department of Chemical and Paper Engineering to the Department of Chemical,

Paper and Biomedical Engineering, in the School of Engineering and Applied Science, effective within Academic Year 2013-2014.

RESOLUTION R2013-41

WHEREAS, University Senate recommends the Department of Communication, and the Journalism and Film Programs be consolidated and named the Department of Media, Journalism, and Film, and

WHEREAS, the consolidation has the endorsement of the Provost and the President.

NOW, THEREFORE, BE IT RESOLVED: that the Department of Communication, the Journalism Program and the Film Program be consolidated into a department which the Board of Trustees hereby approves naming as the Department of Media, Journalism, and Film, within the College of Arts and Science, with the consolidation and naming to be fully implemented by the fall semester of the 2013-2014 academic year.

RESOLUTION R2013-42

BE IT RESOLVED: that the Board of Trustees hereby approves the title change from the Criminal Justice Program to the Department of Justice and Community Studies, in the Regional Campus academic division, effective with Academic Year 2013-2014.

RESOLUTION R2013-43

BE IT RESOLVED: that the Board of Trustees hereby approves the title change from the Integrative Studies Program to the Department of Integrative Studies, in the Regional Campus academic division, effective with Academic Year 2013-2014.

RESOLUTION R2013-44

WHEREAS, the Department of Botany and the Department of Zoology are merging to become the Department of Biology; and

WHEREAS, University Senate has endorsed the Biology undergraduate major, and

WHEREAS, the Ohio Board of Regents had approved the creation of a Biology degree from the existing departmental resources of the Zoology and Botany majors, and

WHEREAS, University Senate has endorsed the name of the Zoology graduate majors (MA, MS, and PhD) be changed to Biology, and

WHEREAS, the Provost and the President endorse the name change to Biology for the Zoology graduate majors,

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby approves that the name for the Zoology graduate majors (MA, MS, PhD) be changed to Biology, effective with Academic Year 2013-2014.

Resolution regarding Promotion and Tenure

Provost Gempesaw spoke in support of the resolution, explaining that the proposed change is designed to bring consistency across academic divisions as to the timeline for submission of materials during the promotion and tenure process.

Mr. Bhati moved, Mr. Wilks seconded, and by voice vote the resolution was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-45

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves revisions to the *Miami University Policy and Information Manual*, Section 7, Evaluation, Promotion, and Tenure of the Instructional Staff, as set forth below:

7.8.A Candidate's Preparation of Tenure and Promotion Materials

Individuals in the final year of their probationary period and those members of the instructional staff who wish to be considered for promotion are responsible for assembling and submitting a dossier of accomplishments and relevant supporting materials (the application) to their tenure initiating unit (TIU). Candidates may solicit suggestions from the head of the TIU (e.g., department chair or program director as to appropriate materials. The Promotion and Tenure Guidelines for Dossier Preparation are reviewed and approved each year by University Senate.

A candidate may amend or supplement the application at any time prior to the Dean's final recommendation (including reconsideration). Once the dean has made a final recommendation, the application may not be amended or supplemented. If the candidate elects to amend or supplement the application after the dossier has been forwarded from the TIU to the Dean for consideration, the Dean will share the amended/supplemented dossier with the TIU. The TIU may elect to amend, supplement, or reverse its recommendation based on the amended/supplemented application.

7.9 Rights of a Candidate Who Has Received a Negative Recommendation or Been Denied Tenure or Promotion

7.9.A Reconsideration

Within ten (10) working days of receipt of the written Statement of Reasons, the candidate may request, in writing, reconsideration by the individual or committee that rendered the negative recommendation. Reconsideration is on the merits of the case.

The candidate may respond, in writing, to the written Statement of Reasons prior to reconsideration.. The candidate's response to the written Statement of Reasons must be

submitted no later than ten (10) working days from the date of the request for reconsideration. Reconsideration shall be completed within ten (10) working days of the receipt of the candidate's response or, if no written response is given, within twenty (20) working days of the request for reconsideration.

A candidate who receives a positive recommendation upon reconsideration is notified as soon as possible. A candidate who receives a negative recommendation upon reconsideration is notified, in writing, with a Statement of Reasons for the negative recommendation. This written Statement of Reasons must be given no later than ten (10) working days from the date the negative recommendation is made.

The original application, written Statement of Reasons for the negative recommendation, request for reconsideration, candidate's response to the written Statement of Reasons, and recommendation upon reconsideration, including the written Statement of Reasons, if any, become part of the record.

Included as Attachment C is a version of this resolution which is marked to show the changes to the *Miami University Policy and Information Manual*.

Finance and Audit Committee

Report of the Committee Chair

Committee Chair Mike Armstrong was unable to attend the Committee meeting on June 20, 2013, Trustee Mark Ridenour served as acting chair for the Committee meeting, and made the following report to the Board:

The Finance and Audit Committee met yesterday in Roudebush Hall. As is normal for June meetings, it was a very full and important agenda. It included four ordinances, two resolutions and several reports.

Each year we have the difficult task of setting tuition and approving the University's budget for the new fiscal year. Determining tuition is always the most difficult decision we make each year. We are troubled by the rising cost of higher education, the drop in state funding and growing student indebtedness. At the same time, we must construct a budget that will allow the educational needs of today's and tomorrow's students to be met in a manner that prepares them for their life beyond Miami. One of the hallmarks of a Miami degree has always been the tremendous return on investment that it has provided but to preserve this we must make sure that both its affordability and the quality of the educational experience are protected.

As you know from recent committee reports, we began discussing tuition over 12 months ago as part of the long-term budget plan for the University. One of the goals of the budget plan is to slow the rate of increase in tuition to annual increases below the rate of inflation. The plan targets increases of 2% for the Oxford campus which would be about a third of the historical trend. What you will consider later in this meeting is a request for a 1.5% increase for the Oxford Campus. Because it has been more successful than expected in reducing costs and

generating new revenues, the lower rate is possible for the Oxford campus and was endorsed by the Committee. The tuition increases for the regional campuses are recommended at the fee cap amounts that are expected to be included in the budget approved by the Ohio General Assembly. Vice President Creamer will share the details of the tuition increase as the ordinances are introduced later in the meeting.

The committee also recommends the approval of the annual budget ordinance and the other two resolutions.

In other business, the Committee received three reports that covered the status of the fall class, current construction activity and a summary of recent internal audit audits. The Committee was pleased to hear that the outlook for the fall class remains very promising in every category, that construction projects remain on-schedule and that much progress was made in addressing outstanding audit recommendations.

Finally, the Committee completed the annual review of its charter and discussed the results of its self-assessment. Only minor changes were recommended to the Charter.

Again, it was a full and demanding agenda but also a very productive meeting.

Ordinances and Resolutions

FY 2014, Tuition Ordinances

Dr. Creamer spoke in support of the Ordinances, explaining that considerable time has been spent discussing the tuition proposals with the Finance and Audit Committee. Dr. Creamer summarized the proposed tuition increases and the limits set by the State of Ohio (the larger of a 2.0 percent increase or \$188 on the main campus or \$114 on a regional campus). He discussed the tuition changes (or expected changes) at Ohio's other campuses, which showed Miami's proposed 1.5% increase to be neither the highest, nor the lowest proposed. Dr. Creamer provided information on the reduced levels of State support for Miami, which has declined by 17% from 2009 to 2014, and compared the five year percent change in tuition in Ohio to the other states, showing Ohio to have a very low rate of increase at less than 5%, with only one state, Maryland, increasing less rapidly, while more than 40 states exceeded 10%, with several states exceeding 50%.

Dr. Creamer also reviewed cost reduction efforts from FY2010 through 2015, and the reductions in faculty and staff. Cost reductions show a cumulative projected total of over \$60 million in reductions by 2015. The reduction in personnel, a reduction undertaken with a goal to preserve faculty positions, is nearly 500 (approximately 12.5% of all positions), with over 450 of the employees being staff rather than faculty positions.

Dr. Creamer concluded by stating the cost reductions are being managed in a way to preserve the quality and to not damage the educational experience of the students. He then offered to answer any questions. (Dr. Creamer's presentation is included as Attachment D).

Dr. Creamer was asked what the proposed tuition increase would total, he informed the Board, that revenue would increase by approximately \$5 million.

Dr. Creamer was also asked if this was the lowest percent increase ever. He informed the Board that there had recently been a tuition freeze in 2008-2009 and during the first part of FY 2010, but that this proposed increase is significantly less than the increases from 1975 to 2007.

It was commented that the substantial cost reductions achieved have contributed significantly to keeping the tuition increase low, and it was further commented that the budget will allow for a salary increase which will help ensure Miami can recruit and continue to maintain its high level of faculty. The matter of student debt levels was also voiced, with one Trustee advocating for a tuition freeze.

Mr. Bhati then moved and Mr. Budig seconded the appropriation ordinance for undergraduate Oxford tuition. The ordinance was then approved by roll call vote, with seven Trustees voting in favor and Mr. Wilks voting opposed.

Summary of annual tuition changes for all campuses

(The chart below applies to each of the three tuition ordinances proposed)

MIAMI UNIVERSITY FY2014 - Academic Year 2013-2014 Annual Tuition Costs (Includes Instructional & General Fee)				
		FY13 AY 2012-2013 <u>Beginning Fall 2012</u>	FY14 AY 2013-2014 <u>Beginning Fall 2013</u>	FY13-FY14 % <u>Increase</u>
<u>Oxford Campus - Full-Time Undergraduate Students</u>				
Annual Tuition for Ohio Residents	\$	13,067	\$ 13,266	1.5%
Annual Tuition for Out-of-State Students	\$	28,631	\$ 29,056	1.5%
<u>All Campuses - Full-Time Graduate Students</u>				
Ohio Resident Comprehensive Fee	\$	12,444	\$ 12,634	1.5%
Out-of-State Student Comprehensive Fee	\$	27,484	\$ 27,892	1.5%
<u>Hamilton and Middletown Campuses - Full-Time Undergraduate Students</u>				
Ohio Residents - Lower Division	\$	4,922	\$ 5,036	2.3%
Ohio Residents - Upper Division	\$	7,481	\$ 7,630	2.0%
Out-of-State Students - Lower Division	\$	13,811	\$ 14,129	2.3%
Out-of-State Students - Upper Division	\$	16,369	\$ 16,696	2.0%

APPROPRIATION ORDINANCE O2013-04
Instructional, General, Tuition, and Comprehensive Fees and Charges
Oxford Undergraduate Students
2013-2014 Academic Year

WHEREAS, the University is committed to providing affordable access to the highest quality education and services to its undergraduate students on the Oxford campus despite rising costs and institutional obligations; and

WHEREAS, the University is authorized by the Ohio General Assembly to increase tuition by the higher of \$188 or two percent (2.0%) for Ohio resident undergraduate students on university campuses for the 2013-2014 academic year;

THEREFORE, BE IT ORDAINED: that the Board of Trustees approves an Oxford campus tuition increase (combined instructional and general fees) of one and one-half percent (1.5%) for undergraduate students as presented in the attached schedule; and

BE IT FURTHER ORDAINED: that the President and Vice President for Finance and Business Services and Treasurer are hereby authorized to establish fees consistent with this Ordinance and the State of Ohio Biennial Budget as enacted, including instructional and general fees for Miami Tuition Plan students, part-time students and summer terms; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the Vice President for Finance and Business Services and Treasurer and the Vice President for Student Affairs to determine the allocation of the general fee between the University Student Auxiliary Allocation and the Student Organization Allocation; and

Regional Campus Undergraduate Tuition

Mr. Crain then moved and Mr. Ridenour seconded the appropriation ordinance for undergraduate regional campus tuition. The ordinance was then approved by roll call vote, with seven Trustees voting in favor and Mr. Wilks voting opposed.

APPROPRIATION ORDINANCE O2013-05
Instructional, General, Tuition, and Comprehensive Fees and Charges
Regional Campus Undergraduate Students
2013-2014 Academic Year

WHEREAS, the University is committed to providing affordable access to the highest quality education and services to its undergraduate students on the regional campuses despite rising costs and institutional obligations; and

WHEREAS, the University is authorized by the Ohio General Assembly to increase Ohio resident undergraduate tuition for the regional campuses by the higher of two percent (2.0%), or \$114, for the 2013-2014 academic year;

THEREFORE, BE IT ORDAINED: that the Board of Trustees approves a regional campus tuition increase (combined instructional and general fees) of two and three-tenths percent (2.3%) for lower division tuition and 2.0% for upper division tuition as presented in the attached schedule; and

BE IT FURTHER ORDAINED: that the President and Vice President for Finance and Business Services and Treasurer are hereby authorized to establish fees consistent with this Ordinance and the State of Ohio Biennial Budget as enacted, including fees for part-time students and fees for summer terms; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the Provost and Dean of the Regional Campuses to determine the allocation of the general fee between the Auxiliary Allocation and the Student Organization Allocation; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the Provost and Dean of the Regional Campuses to budget and expend, in accord with general university procedures, the Auxiliary Allocation and authorizes the Provost and Dean of the Regional Campuses to fund their respective student government organizations from the Student Organization Allocation; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the respective student governments to fund student organizations, in accordance with the student organization funding procedures, as the same may be amended from time to time and approved by the Dean of the Regional Campuses and the Provost.

Graduate Student Tuition

Mr. Ridenour then moved and Mr. Budig seconded the appropriation ordinance for graduate student tuition. The ordinance was then approved by roll call vote, with seven Trustees voting in favor and Mr. Wilks voting opposed.

APPROPRIATION ORDINANCE O2013-06

Comprehensive Tuition
Graduate Students at all Campuses
2013-2014 Academic Year

WHEREAS, the University remains committed to providing the highest quality education and services to its graduate students at reasonable prices despite rising costs and institutional obligations; and

WHEREAS, the University has a comprehensive tuition (instructional and general fees) and an out-of-state surcharge for graduate students which will be the same at all campuses;

THEREFORE, BE IT ORDAINED: that the Board of Trustees approves an increase of one and one-half percent (1.5%) in graduate student comprehensive tuition for graduate students

on all campuses as presented in the attached schedule; and

BE IT FURTHER ORDAINED: that the President and Vice President for Finance and Business Services and Treasurer are hereby authorized to establish fees consistent with this Ordinance and the State of Ohio Biennial Budget as enacted, including fees for part-time students and fees for summer terms.

FY2014 Budget Appropriation

Dr. Creamer provided an overview of how the FY2014 budget would be expended, and compared it to FY2013 and FY2012. Of note, the budget will have a 3% overall salary increase. The increase follows two years of lower increases and two years without an increase. Health benefits costs have been lowered to a rate which matched the rate of salary increase, the spending on scholarships continues to increase (it should be noted that the 2012 scholarship total appears larger only because it is the final year of the single tuition plan). He also explained that of the \$5 million in addition tuition collected, approximately \$3.5 million would be directed towards scholarships.

Dr. Creamer also highlighted reduced spending on utilities, and the growth in debt service. He explained that the growth in debt payments is part of the overall capital plan to maintain and preserve residence and dining facilities. Finally he provided additional information on the implementation of the Strategic Priorities Task Force recommendations, with most at or above target.

Dr. Creamer was asked and clarified that the employee benefit cost included health care and retirement plan funding.

This portion of Dr. Creamer's presentation is also included as a part of Attachment D.

Mr. Bhati moved and Mr. Shroder seconded the appropriation ordinance. The ordinance was then unanimously approved by roll call vote, with eight Trustees voting in favor.

APPROPRIATION ORDINANCE 02013-07

BE IT ORDAINED: by the Board of Trustees that the Operating Budget for Fiscal Year 2013-14, as presented at this meeting, be and it hereby is enacted with the following current expenditures and transfers for the major purposes as follows:

General Fund Expenditures:

Salaries.....	\$182,258,546
Staff Benefits	66,639,696
Scholarships, Fellowships and Student Fee Waivers.....	66,184,716
Graduate Assistant Fee Waivers	23,049,516
Utilities.....	14,994,661
Other Expenditures	<u>40,760,769</u>
Subtotal General Fund Expenditures	\$393,887,904
General Fund Transfers:	

Debt Service (mandatory transfer).....	6,230,724
General Fee and Other (non-mandatory transfers).....	40,970,417
Total General Fund	\$441,089,045
Designated Fund	\$27,002,547
Restricted Fund	\$64,826,254
Auxiliary Enterprises:	
Expenditures	\$114,241,165
Debt Service (mandatory transfer).....	30,203,190
Other Transfers (net).....	15,005,778
General Fee Support.....	(24,912,692)
Total Auxiliaries	\$134,537,441
TOTAL	\$667,455,287

Provided that the above appropriations include aggregate merit and salary improvement increases for faculty and unclassified staff equal to two and one half percent (2.50%) and an additional one half percent (0.5%) for exceptional merit and equity issues, effective with the beginning of the appointment year; and

Provided further that a pool of funds amounting to three percent (3.00%) is included for classified staff salary enhancements and adjustments to scale; and

Provided further that additional institutional funds are set aside for student financial aid, selected support (non-personnel) budgets, and debt service; and

Provided further that 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 (“restricted funds”).

Authorization to participate in the State of Ohio Local Administration Program

Dr. Creamer explained that the State of Ohio allows universities to manage their projects locally, however, a request for authorization is required. The resolution proposed today is for the renovation of Kreger Hall.

Mr. Ridenour moved, Mr. Bhati seconded, and by voice vote the resolution was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-46

WHEREAS, the 129th Ohio General Assembly enacted H.B. 482 which appropriates \$19,476,000 to Miami University for capital improvement projects for the 2013-14 biennium; and

WHEREAS, the Local Administration Competency Certification Program allows institutions of higher education to locally administer state-funded capital facilities projects

pursuant to section 3345.51 of the Revised Code without the supervision, control, or approval of the Ohio Facilities Construction Commission; and

WHEREAS, the University maintains its desire to participate in the Local Administration Competency Certification Program, and administer its own capital facilities projects;

THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the Vice President for Finance and Business Services to renew the University's local administration authority; and

THEREFORE, BE IT BE IT FURTHER RESOLVED: that the appropriate University officials are directed to take all necessary steps to accomplish that purpose, including, without limitation, complying with instructional and other certification requirements prescribed by the Ohio Facilities Construction Commission under section 123.24 of the Revised Code; and

BE IT FURTHER RESOLVED: that pursuant to R.C. 3345.51 (A)(2) the University will provide written notice to the Chancellor of the Ohio Board of Regents, of its request to administer a capital facilities project within sixty days after the effective date of the section of an act in which the General Assembly initially makes an appropriation for the project; and

BE IT FURTHER RESOLVED: that pursuant to the requirement set forth in R.C. 3345.51(A)(3), the University intends to comply with section 153.13 of the Revised Code, policy and procedure guidelines for contract documents established pursuant to section 153.16 of the Revised Code, and all laws that govern the selection of consultants, preparation and approval of contract documents, receipt of bids, and award of contracts with respect to the applicable project; and

BE IT FURTHER RESOLVED: that pursuant to the requirement set forth in R.C. 123.24 (D)(6), the University agrees to indemnify and hold harmless the State, and the Ohio Facilities Construction Commission for any claim of injury, loss, or damage that results from the University's administration of a capital facilities project pursuant to the Local Administration Certification Program; and

BE IT FURTHER RESOLVED: that pursuant to the requirement set forth in R.C. 123.24 (D)(5), the University will conduct biennial audits of the University's administration of capital facilities projects in accordance R.C. 3345.51(C); and

BE IT FURTHER RESOLVED: that pursuant to the requirement set forth in R.C. 123.24 (D)(2), the University will select new employees to participate in the Local Administration Certification Program as necessary to compensate for employee turnover.

Endowment spending distribution for the year ending June 30, 2013

Dr. Creamer informed the Board that the proposal is consistent with the distribution model approved earlier in the fiscal year. He stated that the total distribution would be approximately \$18 million, with over 49% going towards student scholarships, which helps to

illustrate the efforts taken to improve affordability.

Mr. Bhati moved, Mr. Budig seconded, and by voice vote the resolution was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-47

WHEREAS, Miami University receives and manages contributions of cash, securities, life insurance, personal property, and real estate in its endowment; and

WHEREAS, the Board of Trustees desires to continue the policy of supporting University operations and scholarships through the distribution of income and realized gains from the endowment; and

WHEREAS, Miami University Resolution 2004-46 established a Spending Policy effective for the fiscal year ended June 30, 2004, and authorized such Policy to remain in effect until formally modified by the Board of Trustees; and

WHEREAS, Miami University Resolution 2010-4 established an amended Spending Policy effective with the fiscal year ending June 30, 2010, and authorized such Policy to remain in effect until formally modified by the Board of Trustees; and

WHEREAS, Miami University Resolution 2010-4 also directed the Vice President for Finance and Business Services annually to evaluate the variables underlying the spending formula and to present recommendations as to the spending formula to be used for the fiscal year; and

WHEREAS, pursuant to Miami University Resolution R2013-13, the Spending Formula was adopted, without modification, for the fiscal year ended June 30, 2013; and

WHEREAS, the University has opted to amend the Spending Policy for the fiscal year ended June 30, 2013 as it did for the previous fiscal year, in order to determine how distributions will be made from certain funds whose market value remains below its gift value; and

WHEREAS, the Board of Trustees, has considered the proposed Spending Policy, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, considering the following factors:

1. The duration and preservation of the endowment fund;
2. The purposes of the institution and the endowment fund;
3. General economic conditions;
4. The possible effect of inflation or deflation;
5. The expected total return from income and the appreciation of investments;
6. Other resources of the institution;
7. The investment policy of the institution;

NOW, THEREFORE, BE IT RESOLVED THAT: The Board of Trustees hereby authorizes that the spending distribution for the fiscal year ended June 30, 2013, be computed according to the following formula:

The weighted average spending formula is to be comprised of two elements: a market element, given a 30% weight in the formula, and an inflation element, given a 70% weight in the formula. The market element is to be computed by multiplying the market value of the investment portfolio on March 31, 2013 by a long-term sustainable spending percentage of 4.5%. The inflation element is to be computed by increasing the prior year's actual spending distribution by the annualized increase in the Consumer Price Index as of March 31, 2013.

If, however, the June 30, 2013 market value of an individual endowment fund account is below the cumulative value of all gifts contributed into that account, then only the pro rata share of realized dividends and interest allocated to that account may be distributed instead of the amount determined by the spending calculation.

Revision to the Foundation Code of Regulations

Dr. Creamer and Tom Herbert explained the changes are not substantive and are more of a “housekeeping” nature.

Mr. Shroder moved, Mr. Bhati seconded, and by voice vote the resolution was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-48

Resolution R2013-48 is included as Attachment E.

The attachment includes the updated Foundation Regulations with the approved changes, and also a version which is marked to display the changes.

Student Trustee Reports

Ms. Arianne Wilt reported:

With the 2012-2013 school year having come to a close, I have found minimal things of importance to report to you all today. However, there are a few key things I would still like to highlight:

As many of you may know from being in attendance, the 2013 Commencement ceremonies were a huge success. Wil Haygood touched many students, or actually Miami Alums now, and audience members with stories of his successes and failures and I can assure you almost everyone in the stadium will be seeing The Butler when it arrives in theaters. My personal favorite part of the ceremony was when the military man sitting to my right on the platform, whose name I can never seem to remember, congratulated his wife with a kiss as she was hooded; the gesture warmed my heart. As we bid farewell to the Class of 2013, we also bid

greetings to the Miami University Class of 2017 as they begin their orientations, receive their roommate and housing assignments and prepare for a brand new chapter in their lives beginning this August. The incoming class, I am sure, is full of many promising students from bright backgrounds as well as many promising and resilient students who, despite their background or upbringing, have overcome their struggles and seek an undergraduate degree from this fine institution. The incoming Class of 2017, I am proud to say, features the Salutatorian from my high school Alma Mater and several other students from my hometown ranking in the top 25% of their class or better. I am immensely looking forward to the great impacts the Class of 2017 will have on Miami University and Oxford Ohio while the Class of 2013 is busy making great impacts on the rest of the world.

I have been following the travels of many of my classmates around the world this summer via Twitter and Instagram on Study Abroad trips to places I could only imagine ever visiting. Close friends of mine are traveling to France, Austria, South Africa and Italy this summer to enhance the already wonderful educational experience provided by Miami. Many have commented to me how studying abroad was the best decision they ever made for their life and educational experience. While approximately half of Miami students take advantage of this unique opportunity, I believe it is our duty to continue to push the importance of a global education. This falls at certainly the right time with the Global Miami Plan being revised and the Miami 2020 Plan in the works. Increasing the number of students who study abroad and perhaps increasing funding to allow students who could not otherwise afford the experience will continue to set Miami University and its graduates apart from other institutions who do not embrace the ever changing global world we so clearly live in now.

Since I was violently ill the morning of the last meeting, I was quite saddened to miss the opportunity to share with you some conversations that I had with student leaders at other public universities in Ohio surrounding student demeanor in regards to finals. As I am sure some of you likely did not get a chance to read the comments in the previous report, I would like to take the time to briefly share with you these conversations. Although finals have long since ended, I still find them very interesting with a lot of insight into Miami students versus other students. A female student leader from Ohio University was expressing her disdain with the lack of motivation she sees from so many of her peers in the classroom, even and especially towards the end of the semester. When I described to her the attitude of Miami students, she was shocked. She had never heard of people holing up in the library all weekend before finals and not going out to house parties or bars; in her observation that just didn't seem to be an option at OU. The male from UC seemed to have the same outlook. He told me, and I quote "at least half of the students on this campus couldn't tell you where the library is if you asked them." He spoke of the apathy he saw from fellow students in high-level classes and even some professors. "When the weather gets warm," he said, "the streets, commons and patios fill up but the library is a place that is never full." They were both shocked when I spoke of the inability to find a "study cubby" the weekend before finals and how students seek out any quiet place they can to study for days leading up to their test. With their schools being "rivals" of Miami, neither had really focused on our academic distinction. They always deemed themselves above Miami in respect to athletics or who could throw the wildest parties on the weekends. It was an extremely interesting conversation that gave me new perspective on just how committed Miami students are to their education, especially in the weeks leading up to the end of the semester.

Lastly, as I prepare to leave for the Philippines in just two days, I would like to thank you all for your support in my endeavors abroad, I am lucky to have this opportunity and hope to come back with more knowledge about the law and law firms but also insight into the ever changing global world I spoke of earlier. I am hoping this experience not only helps my future career goals, but can help me to share with all of you what I learned from being abroad and how that can translate into advancing the future of this university and its students.

Other Business

Revision to the Smoking Policy

Two versions of the policy change were presented to the Board for consideration. One, as recommended by University Senate, continued to allow smoking in vehicles parked on campus, and a second version which prohibited smoking in vehicles parked on university property.

Dr. Creamer explained that in response to requests of the Board to continue to examine and strengthen the smoke free policy, a review was undertaken. Two major recommendations came out of the review; first, to eliminate not only smoking, but the use of all tobacco products; and second, to address those employees choosing to smoke on the peripheries of campus, and in their vehicles while parked at the university. We found that these aspects of implementation could be strengthened and made consistent with policies at other institutions. These recommendations, with the exception of the prohibition against smoking in vehicles parked on campus, were endorsed through the governance process. In further review of Miami's policy relative to others, it was believed to be important to include the prohibition against smoking in vehicles parked on university property. Also, it is important to note that the University encourages employees to stop smoking and provides access to smoking cessation programs.

Mr. Bhati moved, Mr. Shroder seconded, and by voice vote the resolution was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-49

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves revisions to the *Miami University Policy and Information Manual*, Section 16.13, Smoke Free Environment, as set forth below:

16.13 Smoke and Tobacco Free Environment

In order to promote the health of our students, faculty, staff, and visitors, all Miami University campuses are designated Smoke and Tobacco Free Environments. Smoking is defined as the burning of tobacco or any other material in any type of smoking equipment, including, but not restricted to, cigarettes, electronic cigarettes, cigars, or pipes. Smoking is prohibited during working hours (including lunch and breaks) in all prohibited areas. The use of any tobacco product, including chewing tobacco, is also prohibited.

Smoking and/or tobacco use is prohibited in all Miami University-owned facilities and on the grounds of any University-owned property. This includes all buildings owned or controlled by Miami University, shelters, indoor and outdoor athletic facilities, indoor and outdoor theatres, bridges, walkways, sidewalks, residence halls, parking lots, street parking controlled by the University and garages (including inside personal vehicles parked on University property). Smoking and tobacco use is prohibited on sidewalks that adjoin University property. Smoking and tobacco use is also prohibited in any vehicle or equipment owned, leased or operated by Miami University.

Miami University actively promotes and provides smoking cessation assistance and nicotine replacement therapy to students, faculty, staff, as well as their benefit-eligible spouses/domestic partners. Many services are provided at no cost or a reduced cost. Interested employees should contact Employee Health and Well-Being. Interested students should contact Student Health Services.

Violations

Faculty, staff, and students violating this policy are subject to University disciplinary action. Violators may also be subject to prosecution for violation of Ohio's Smoking Ban (Ohio Revised Code Chapter 3794). Visitors who violate this policy may be denied access to Miami University campuses and may ultimately be subject to arrest for criminal trespass.

Appointment of National Trustees

The appointment of two individuals to become National Trustees was considered; Mr. John Altman, and Ms. Terry Hershey.

John Altman

For Mr. Altman, Mr. Bhati moved, Mr. Ridenour seconded, and by voice vote the resolution was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2012-50

BE IT RESOLVED: that the Board of Trustees appoints John Altman as a National Trustee for a three-year term beginning 1 July, 2013, ending 30 June, 2016.

Terry Hershey

For Ms. Hershey, Mr. Bhati moved, Mr. Budig seconded, and by voice vote the resolution was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2012-51

BE IT RESOLVED: that the Board of Trustees appoints Terry Hershey as a National Trustee for a three-year term beginning 1 July, 2013, ending 30 June, 2016.

Assignment to Committees

Board Chair Sharon Mitchell assigned Terry Hershey to the Academic and Student Affairs Committee and John Altman to the Finance and Audit Committee.

Recognition of Vice President Allison

A resolution to honor retiring Vice President Allison was presented. Chair Mitchell stated that Vice President Allison has served Miami University loyally for many years, and that it was a great pleasure to officially honor her service.

Mr. Bhati moved, Mr. Ridenour seconded, and by voice vote the resolution was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-52

WHEREAS, Debra Hust Allison has steadfastly served Miami University in each of the past five decades, and

WHEREAS, Vice President Allison has demonstrated distinguished service throughout her Miami career as an exceptionally engaged and forward-looking leader; she has consistently leveraged technology to positively enhance the student experience, provide educational opportunities, and to dramatically improve the access to information, and

WHEREAS, she has implemented new services, such as Project Office, an IT governance structure, knowledge base, a university-wide help desk, a distributed support system, a student consulting and application development center, and an information center, and

WHEREAS, as the Chair of the Ohio Inter-University Council CIO Committee, Vice President Allison's efforts have extended beyond Miami's campuses to enhance the education of students throughout the State of Ohio, and

WHEREAS, she has advanced higher education for students throughout the globe, by promoting the intelligent use of information technology, while serving as Chair of the Board of Directors for EDUCAUSE, the leading professional association for information technology in higher education, and

WHEREAS, Vice President Allison is also a renowned expert in information technology whose publications, presentations and extensive service have dramatically enhanced the profession, and

WHEREAS she has been honored and recognized by the Young Women of America, Miami's Associated Student Government, the Ohio Higher Education Computing Consortium, Phi Kappa Phi and the Frye Institute, and

WHEREAS, she has also served her nation as a Congressional Intern and Legislative Aide for the U.S. House of Representatives.

NOW, THEREFORE BE IT RESOLVED: that the members of the Miami University Board of Trustees do hereby express to Vice President Debra Hust Allison their sincere gratitude and warm regard for her service and leadership to Miami University; and

BE IT FURTHER RESOLVED: that the members of the Board offer their best wishes for her continued good health and success in all future endeavors.

Done, by the Miami University Board of Trustees, this Twenty First Day of June, Two Thousand Thirteen at Miami University, in the City of Oxford, County of Butler, State of Ohio, during the Two Hundred and Fourth year of the University's Charter.

The Trustees thanked and praised Vice President Allison for her service and her leadership of the Information Technology Division.

Appointment of Peter Natale

With Ms. Allison's retirement, the appointment of Mr. Peter Natale as Vice President for Information Technology was proposed.

Mr. Budig moved, Mr. Bhati seconded, and by voice vote the resolution was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-53

BE IT RESOLVED: that the Board of Trustees, upon the recommendation of the President, hereby elects J. Peter Natale as Vice President for Information Technology, to become effective July 1, 2013.

Chair Mitchell then welcomed Peter Natale to Miami.

Vice President Reports

Written reports were submitted by Mrs. Debra Allison, Vice President for Information Technology and Mr. Tom Herbert, Vice President for Advancement. Their reports are included as Attachments F (IT) and G (Advancement).

Executive Session

Upon the recommendation of the Chair, Mr. Bhati moved, Mr. Budig seconded, and by unanimous roll call vote the Board convened to Executive Session for the purpose of discussing personnel matters as provided by the Ohio Open Meetings Act, Revised Code Section 121.22.

Adjournment

Following Executive Session, with no other business to come before the Board, the meeting was adjourned.



Theodore O. Pickerill II
Secretary to the Board of Trustees



Miami University
Intercollegiate Athletics
Board of Trustees Annual Report

June 21, 2013

LOVE & HONOR



OVERVIEW

1. Senior ICA Staff Changes during 2012-13
2. Athletics Accomplishments in 2012-13
3. Student-Athlete Academic Accomplishments 2012-13
4. Sport Accomplishments 2012-13
5. NCAA Graduation Success Rates and Federal Graduation Rates
6. First -Year Student Retention Rates
7. Community Engagement
8. Title IX and Gender Equity
9. Athletics Capital Campaign

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Senior Athletic Department Staff Changes since January 2013:

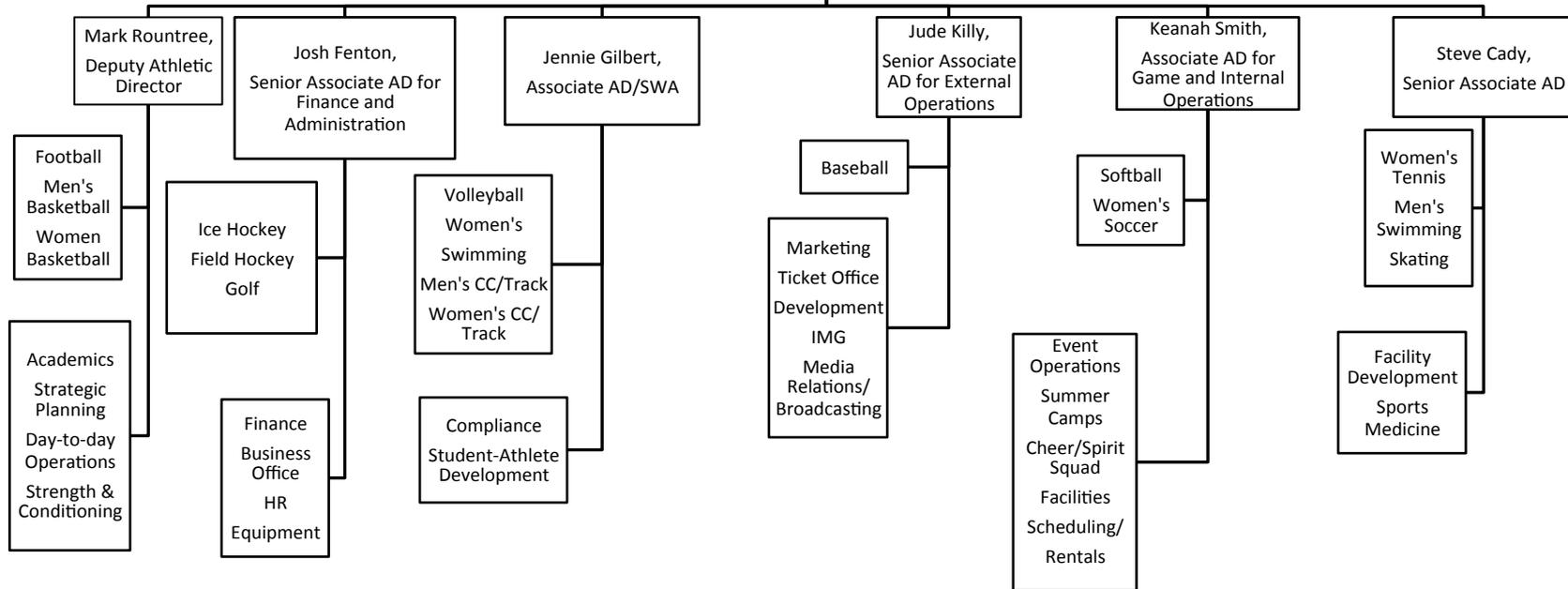
1. New Athletic Director, David Saylor hired January 1, 2013,
2. New Deputy Athletic Director, Mark Rountree hired March 18, 2013,
3. New Women's Basketball Head Coach, Cleve Wright, hired April 19, 2013,
4. New Associate AD/Senior Director of Development, Coleman Barnes hired to begin on July 1, 2013.

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ICA Sport Administration and Unit Responsibility

David Saylor,
Director of Athletics



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2012-13 CONFERENCE CHAMPIONSHIPS

Women's Soccer – MAC Regular Season Champions

Field Hockey – MAC Regular Season Champions

Women's Soccer – MAC Tournament Champions

Field Hockey – MAC Tournament Champions

Women's Swimming – MAC Champions

Men's Ice Hockey – CCHA Regular Season Champions

Women's Tennis – MAC Regular Season Champions

Women's Tennis – MAC Tournament Champions

8 CONFERENCE CHAMPIONSHIPS IS A NEW
MIAMI UNIVERSITY RECORD

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2012-13 Mid-American Conference Jacoby Trophy Winner



Awarded for Athletic Excellence in Women's Athletics

LOVE & HONOR



2012-13 Mid-American Conference Institutional Sportsmanship Award Winner



“The Institutional Sportsmanship Award is a positive reinforcement of one of the values that we as a conference and each of our member institutions all possess as a core value of who we are and how we conduct ourselves in athletic competition.”

Dr. Jon Stienbrecher
Commissioner
Mid-American Conference

Award Winner for Third Consecutive Year

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ACADEMIC ACHIEVEMENTS

Fall 2012

Athletics GPA of 3.185

19 Students-Athletes earned a GPA of 4.00

311 Student-Athletes earned a GPA of 3.00 or higher

Spring 2013

Athletics GPA of 3.2378*

25 Students-Athletes earned a GPA of 4.00

342 Student-Athletes earned a GPA of 3.00 or higher

*Highest Department Term GPA on Record.

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ACADEMIC ACHIEVEMENTS

29 Miami Student-Athlete Selected as Academic All-MAC

17 of 19 Programs Achieved Team GPA's of 3.00 or higher in Spring 2013

Amanda Hancock, Women's Cross Country/Track Sophomore, Grand Prize
Winner of the Great Seal Writing Contest

Lisa Treadway, Women's Volleyball Senior, NCAA Postgraduate Scholarship
Award Recipient

Ashley Malin, Synchronized Skating Senior, President's Distinguished
Service Award Recipient

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SPORT ACHIEVEMENTS

Baseball

- 1 Freshman All-American
- 1 MAC Freshman of the Year
- 2 All-MAC

Men's Cross Country

- 1 All-Region
- 3 All-MAC
- 2 Academic All-MAC

Womens's Cross Country

- 1 All-MAC
- 3 Academic All-MAC

Football

- 1 Academic All-MAC
- 4 All-MAC

Men's Basketball

- 1 Honorable Mention All-MAC

Women's Basketball

- 1 Academic All-MAC
- 1 All-MAC First Team
- 1 All-MAC Second Team

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SPORT ACHIEVEMENTS

Hockey

- 1 First-Team All-American
- 1 CCHA Player of the Year
- 2 First-Team All-CCHA
- CCHA Coach of the Year
- CCHA Rookie of the Year

Field Hockey

- 2 NFHCA Collegiate Scholars
- 2 Academic All-MAC
- 1 All-Region Honors
- MAC Player of the Year
- MAC Freshman of the Year
- MAC Coach of the Year
- 3 All-MAC First Team

Men's Swimming/Diving

- 3 Academic All-MAC

Women's Swimming/Diving

- 5 First-Team All-MAC
- 2 All-MAC Second Team

Women's Soccer

- 3 Academic All-MAC
- 1 All-American
- 4 First-Team All-MAC
- 1 Academic All-District
- MAC Off. Player of the Year
- MAC Freshman of the Year
- MAC Coach of the Year



SPORT ACHIEVEMENTS

Men's Track & Field

- 3 Academic All-MAC
- 2 First-Team All-MAC
- 4 Second-Team All-MAC

Women's Track & Field

- 1 Honorable Mention All-American
- 5 Indoor Academic All-MAC
- 5 Outdoor Academic All-MAC
- 5 First-Team All-MAC
- MAC Champ. Outstanding Performer

Softball

- 3 First-Team All-MAC
- 3 All-MAC Freshman Team

Tennis

- 1 First-Team All-MAC
- 1 Second-Team All-MAC

Volleyball

- 1 First-Team All-MAC
- 2 Academic All-MAC
- 1 CoSIDA Academic All District



2012 MAC NCAA Graduation Success Rates

Based on data from 2002-03, 2003-04, 2004-05, and 2005-06.

	MIAMI	Akron	Ball St	BG	BUFF	CMU	EMU	KENT	NI	OHIO	TOL	WMU
Total GSR	91	73	77	82	77	75	74	74	83	80	78	82
Total Fed Rate	73	63	64	69	65	58	57	62	63	65	65	72
Baseball	89	75	70	77	81	64	73	74	81	79	96	88
Basketball-M	92	57	65	67	71	40	71	55	73	75	67	82
CC/Track-M	85	63	n/a	80	79	88	61	73	n/a	78	50	25
Football	84	57	57	69	62	47	52	57	83	74	64	67
Golf-M	100	50	91	63	n/a	n/a	91	100	80	88	100	n/a
Swimming-M	97	n/a	90	n/a	83	n/a	77	n/a	n/a	40	25	n/a
Basketball-W	77	80	91	92	92	86	93	93	100	67	73	87
CC/Track-W	88	100	92	91	74	89	67	83	86	78	79	87
Field Hockey	100	n/a	64	n/a	n/a	100	n/a	93	n/a	94	n/a	n/a
Soccer-W	100	90	91	92	95	85	100	89	94	78	92	89
Softball-W	100	69	79	88	100	100	94	94	86	100	78	84
Swimming-W	96	83	97	95	100	n/a	86	n/a	n/a	100	69	n/a
Tennis-W	100	100	100	100	78	n/a	89	n/a	100	n/a	100	100
Volleyball-W	100	100	79	100	83	83	100	100	83	100	92	100

*Numbers in RED indicate where Miami scored the highest or shared the highest score.

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FEDERAL GRADUATION RATES 2008-2012

Category	2008	2009	2010	2011	2012
All Students	80%	81%	83%	80%	81%
Male Students	76%	78%	81%	78%	78%
Female Students	83%	83%	84%	81%	85%
All Student-Athletes	75%	82%	74%	72%	73%
Male Student-Athletes	68%	77%	70%	69%	71%
Female Student-Athletes	89%	87%	81%	77%	76%

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FEDERAL GRADUATION RATES 2008-2012 (continued)

Category	2008	2009	2010	2011	2012
Baseball	57%	75%	50%	40%	50%
Men's Basketball	50%	67%	75%	67%	100%
Men's CC/Track	80%	100%	75%	50%	67%
Football	77%	75%	63%	77%	62%
Men's Other Sports	62%	80%	83%	86%	87%
Women's Basketball	100%	100%	67%	75%	33%
Women's CC/Track	80%	77%	80%	64%	75%
Women's Other Sports	90%	89%	83%	83%	88%

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FIRST-YEAR RETENTION RATES 2008-2012

Category	2008-09	2009-10	2010-11	2011-12	2012-13
All Student-Athletes	76%	79%	89%	94%	93%
Male Student-Athletes	74%	78%	87%	92%	94%
Female Student-Athletes	77%	82%	90%	96%	92%
Baseball	80%	71%	100%	100%	100%
Men's Basketball	50%	75%	75%	75%	67%
Women's Basketball	80%	100%	100%	100%	100%
Football	70%	84%	82%	100%	95%
Men's CC/Track	100%	64%	8390%	85%	100%
Women's CC/Track	75%	88%	100%	93%	100%

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COMMUNITY ENGAGEMENT

Student-athletes engaged in nearly 80 community service and charitable activities during the 2012-13 academic year including:

Animal Adoption Foundation in Hamilton
Bake Sale for Victim's of Boston Marathon
Basketball clinics with 6-8th grade at Talawanda Middle
Bogan Elementary School – Reading Program
Bogan Elementary School Carnival
Borderline VB Club
Bring Joy to a Child
Canned Food Drive at Nationals Exhibition
Choice Food Pantry Collection
Cincinnati Children's Hospital
Class at the Court visits in the Schools (Kramer, Bogan, Marshall)
Donated and Delivered Christmas Gifts for Family
Fairfield Elementary School
Feed My Starving Children
Freshman Move In

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COMMUNITY ENGAGEMENT (continued)

Friends of Jaclyn Foundation
Girls on the Run
Goals For Life Basketball Game and School Programs
Grandparents Day at the Knolls
Healing Arts Exhibit
Jr. RedHawks
Jr. Brotherhood
Kid fest 2013
Kids Night Out-Kramer Fundraiser
Kiwanis Pancake Breakfast
Kramer Elementary School – Reading Program
Kramer Elementary School Carnival
Liberty Nursing Center of Oxford
Little Elves Holiday Classic Youth Swim Meet
Marshall Elementary
McGuffey Foundation School
Miami Mile from Kramer Elementary
MLK Walk

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COMMUNITY ENGAGEMENT (continued)

Organized and hosted "Class at the Court" game
Oxford Pantry Food Drive
Oxford Pig Roast
Oxford/Kiwanis Canned Food Drive
Pam Porter Fund benefiting the Oncology unit
Phillips Hall VB clinic for junior high girls
Reading with the RedHawks
Somerville Camp
State to State Half Marathon
Susan G Komen 2012 Race for the Cure
Swoops Stoop
Toiletries Collection for Serve City Shelter in Hamilton, OH
Trick or Trail 5K
Walk Event with ROTC in Remembrance of 9/11
WBB Kid's Fest
Western Row Elementary
You Can Play Project

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2012-13 TITLE IX, GENDER EQUITY, AND ROSTER MANAGEMENT

2012-13	Number	Percent
Female Students Overall	7,849	52.04%
Female Student-Athletes	330	53.05%
Male Students Overall	7,232	47.96%
Male Student-Athletes	292	46.95%

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ATHLETICS CAPITAL CAMPAIGN



Athletic Performance Center



Yager Stadium



Hayden Park Addition



Indoor Recreation & Practice Facility

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ATHLETICS CAPITAL CAMPAIGN



Millett Hall – Basketball/Volleyball



Ice Hockey Training Facility



Indoor Tennis Courts

LOVE & HONOR

University Distinguished Professor Sheila Croucher



- ❖ Professor – American Studies and Affiliate of the women's studies program
- ❖ B.A., Communications, Bowling Green State University
- ❖ MA, Ph.D., Political Science, University of Florida
- ❖ Research Area: Cultural and political belonging, globalization, migration, and North American studies.
- ❖ Fulbright Research Award
- ❖ Paul Rejai Professor of Political Science
- ❖ 2011 Miami University Distinguished Scholar
- ❖ ASG Outstanding Teacher
- ❖ Miami University Phi Kappa Phi Honor Society
- ❖ CAS Distinguished Educator Award

University Distinguished Professor **James T. Oris**



- ❖ Professor – Department of Zoology
- ❖ Associate Provost for Research and Dean of the Graduate School
- ❖ B.A., Biology, Wittenberg University
- ❖ Ph.D., Environmental Toxicology, Michigan State University
- ❖ Research Area: Environmental Toxicology
- ❖ 2008 Miami University Distinguished Scholar
- ❖ Researcher of the Year, Miami University Chapter of Sigma Xi
- ❖ Past President of the Society of Environmental Toxicology and Chemistry

Finance and Audit
June 2013

RESOLUTION R2013-xx

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves revisions to the *Miami University Policy and Information Manual*, Section 7, Evaluation, Promotion, and Tenure of the Instructional Staff, as set forth below:

7.8.A Candidate's Preparation of Tenure and Promotion Materials

Individuals in their final ~~probationary~~ year of their probationary period and ~~those other~~ members of the instructional staff who wish to be considered for promotion are responsible for assembling and submitting a dossier of accomplishments and relevant supporting materials (the application) to their tenure initiating unit (TIU). Candidates may solicit suggestions from the head of the TIU (e.g., department chair or program director (when appropriate)) as to appropriate materials. ~~A candidate may amend or supplement the application at any time prior to the submission of the application to the University Promotion and Tenure Committee. Once the dean has submitted the application to the University Promotion and Tenure Committee it may not be altered or supplemented.~~ The Promotion and Tenure Guidelines for Dossier Preparation are reviewed and approved each year by University Senate.

A candidate may amend or supplement the application at any time prior to the Dean's final recommendation (including reconsideration). Once the dean has made a final recommendation, the application may not be amended or supplemented. If the candidate elects to amend or supplement the application after the dossier has been forwarded from the TIU to the Dean for consideration, the Dean will share the amended/supplemented dossier with the TIU. The TIU may elect to amend, supplement, or reverse its recommendation based on the amended/supplemented application.

7.9 Rights of a Candidate Who Has Received a Negative Recommendation or Been Denied Tenure or Promotion

7.9.A Reconsideration

Within ten (10) working days of receipt of the written Statement of Reasons, the candidate may request, in writing, reconsideration by the individual or committee that rendered the negative recommendation. Reconsideration is on the merits of the case.

The candidate may respond, in writing, to the written Statement of Reasons prior to reconsideration. ~~The candidate may not alter his or her application or submit new evidence. "New evidence" includes accomplishments since the submission of the application and evidence of accomplishments not included in it.~~ The

candidate's response to the written Statement of Reasons must be submitted no later than ten (10) working days from the date of the request for reconsideration. Reconsideration shall be completed within ten (10) working days of the receipt of the candidate's response or, if no written response is given, within twenty (20) working days of the request for reconsideration.

A candidate who receives a positive recommendation upon reconsideration is notified as soon as possible. A candidate who receives a negative recommendation upon reconsideration is notified, in writing, with a Statement of Reasons for the negative recommendation. This written Statement of Reasons must be given no later than ten (10) working days from the date the negative recommendation is made. The original application, written Statement of Reasons for the negative recommendation, request for reconsideration, candidate's response to the written Statement of Reasons, and recommendation upon reconsideration, including the written Statement of Reasons, if any, become part of the record.



MIAMI UNIVERSITY

Board of Trustees

June 21, 2013



MIAMI UNIVERSITY
FY2014 - Academic Year 2013-2014
Annual Tuition Costs (Includes Instructional & General Fee)

	FY13		FY14	FY13-FY14
	AY 2012-2013		AY 2013-2014	%
	<u>Beginning Fall 2012</u>		<u>Beginning Fall 2013</u>	<u>Increase</u>
<u>Oxford Campus - Full-Time Undergraduate Students</u>				
Annual Tuition for Ohio Residents	\$ 13,067	\$	13,266	1.5%
Annual Tuition for Out-of-State Students	\$ 28,631	\$	29,056	1.5%
<u>All Campuses - Full-Time Graduate Students</u>				
Ohio Resident Comprehensive Fee	\$ 12,444	\$	12,634	1.5%
Out-of-State Student Comprehensive Fee	\$ 27,484	\$	27,892	1.5%
<u>Hamilton and Middletown Campuses - Full-Time Undergraduate Students</u>				
Ohio Residents - Lower Division	\$ 4,922	\$	5,036	2.3%
Ohio Residents - Upper Division	\$ 7,481	\$	7,630	2.0%
Out-of-State Students - Lower Division	\$ 13,811	\$	14,129	2.3%
Out-of-State Students - Upper Division	\$ 16,369	\$	16,696	2.0%



Tuition Changes at Ohio Universities for Fall 2013				
<u>Institution</u>	<u>Undergraduate</u>		<u>Graduate</u>	
	<u>Resident</u>	<u>Non-Resident</u>	<u>Resident</u>	<u>Non-Resident</u>
Akron*	2.0%	2.0%	2.0%	2.0%
Bowling Green*	2.0%	2.0%	0.0%	0.0%
Cleveland State*	0% - 2.0%	0% - 2.0%	0% - 2.0%	0% - 2.0%
Cincinnati	0.0%	0.0%	0.0%	0.0%
Kent State*	0% - 2.0%	0% - 2.0%	0% - 2.0%	0% - 2.0%
Ohio	1.6%	1.6%	0.0%	0.0%
Ohio State*	0.0%	2.0%	2.0%	2.0%
Shawnee State*	2.81%	2.81%	N/A	N/A
Toledo*	0.0%	0.0%	3.0% - 5.0%	3.0% - 5.0%
Wright State	\$188	\$188	N/A	N/A
Youngstown State	2.4%	2.4%	3.0%	3.0%
Miami	1.5%	1.5%	1.5%	1.5%
* Planning assumptions not yet adopted by Board.				



MIAMI UNIVERSITY

Trends in State Support
(Data from National Center for Higher Education Management Systems)
FY 2009 - FY 2014

National Data

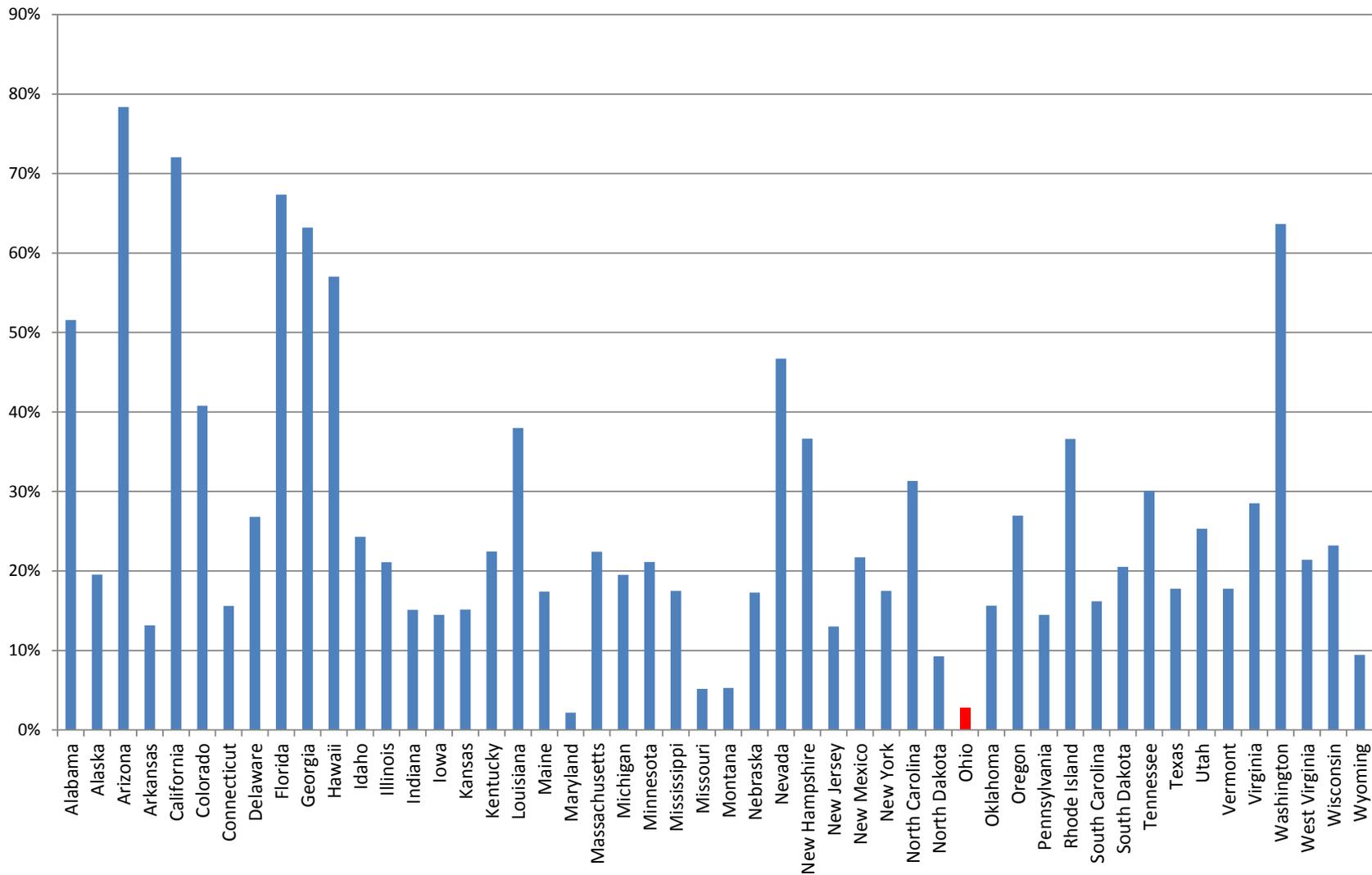
<u>Fiscal Year</u>	<u>Ohio Amount Appropriated Per Student</u>	<u>U.S. Average</u>	<u>Ohio Rank</u>
FY 2009	\$5,092	\$6,769	46th
FY 2011	\$4,480	\$6,290	45th
Dollar Change	-\$612	-\$479	
Percent Change	-12%	-7%	

Miami Data

<u>FY 2009</u>	<u>FY 2014</u>	<u>Percent Change</u>
\$84.3 Million	\$69.9 Million	-17.1%



5 Year % Change in In-State Tuition and Fees at Public 4 Year Institutions (2007-08 to 2012-13)





MIAMI UNIVERSITY

Cost Reduction Efforts
Fiscal Year 2010 through Fiscal Year 2015

<u>University Division</u>	<u>FY 2010-FY 2011</u>	<u>FY 2012-FY2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Total</u>
Executive	\$1,140,482	\$0	\$0	\$0	\$1,140,482
Academic Affairs	\$10,850,940	\$4,024,988	\$3,750,000	\$3,425,000	\$22,050,928
Finance and Business	\$8,297,001	\$4,657,226	\$1,147,250	\$1,057,250	\$15,158,727
Information Technology	\$3,815,930	\$0	\$1,146,573	\$553,427	\$5,515,930
Advancement	\$871,042	\$0	\$0	\$0	\$871,042
Student Affairs	\$896,071	\$540,000	\$180,000	\$180,000	\$1,796,071
Centrally Budgeted	<u>\$6,183,858</u>	<u>\$4,039,091</u>	<u>\$3,281,235</u>	<u>\$1,152,223</u>	<u>\$14,656,407</u>
Total	\$32,055,324 ¹	\$13,261,305	\$9,505,058	\$6,367,900	\$61,189,588

¹ In both FY 2010 and FY 2011 no salary increase was awarded to employees.



Faculty and Staff Changes - Oxford Campus			
By Vice President Area and Academic Division			
Fall 2008 to Fall 2012			
	<u>Fall 2008</u>	<u>Fall 2012</u>	<u>Change</u>
President	229	208	(21)
Provost & Academic Affairs			0
Faculty	867	833	(34)
Non-Instructional Staff	704	642	(62)
Finance & Business Services	1,480	1,147	(333)
Information Technology	188	138	(50)
Student Affairs	154	142	(12)
University Advancement	84	84	0
Regional Campuses			
Faculty	144	142	(2)
Non-Instructional Staff	<u>207</u>	<u>232</u>	<u>25</u>
Total	4,057	3,568	(489)



MIAMI UNIVERSITY

Board of Trustees

June 21, 2013

FY 2014 Proposed Budget Ordinance

General Fund Expenditures (all campuses)	FY2014	FY2013	FY2012
Salaries	\$ 182,258,546	\$ 178,315,136	\$ 174,308,550
Staff Benefits	\$ 66,639,696	\$ 65,307,730	\$ 62,968,000
Scholarships, Fellowships & Fee Waivers	\$ 66,184,716	\$ 65,188,576	\$ 68,952,860
Graduate Assistant Fee Waivers	\$ 23,049,516	\$ 23,392,133	\$ 22,771,400
Utilities	\$ 14,994,661	\$ 15,491,460	\$ 16,094,000
Other Expenditures	<u>\$ 40,760,769</u>	<u>\$ 42,751,295</u>	<u>\$ 41,498,000</u>
Sub-Total General Fund Expenditures	\$ 393,887,904	\$ 390,446,330	\$ 386,592,810
General Fund Transfers			
Debt Service (Mandatory)	\$ 6,230,724	\$ 5,706,100	\$ 5,800,100
General Fee & Other (Non-Mandatory)	<u>\$ 40,970,417</u>	<u>\$ 35,235,902</u>	<u>\$ 34,323,000</u>
Total General Fund	\$ 441,089,045	\$ 431,388,332	\$ 426,715,910
Designated Funds	\$ 27,002,547	\$ 17,449,059	\$ 16,762,500
Restricted Funds	\$ 64,826,254	\$ 67,942,790	\$ 70,055,220
Auxiliary Enterprises:			
Expenditures	\$ 114,241,165	\$ 111,021,582	\$ 110,385,100
Debt Service (Mandatory)	\$ 30,203,190	\$ 26,721,618	\$ 17,554,500
Other Transfers (net)	\$ 15,005,778	\$ 14,389,099	\$ 17,959,000
General Fee Support	<u>\$ (24,912,692)</u>	<u>\$ (24,474,986)</u>	<u>\$ (24,659,200)</u>
Total Auxiliaries	<u>\$ 134,537,441</u>	<u>\$ 127,657,313</u>	<u>\$ 121,239,400</u>
TOTAL	\$ 667,455,287	\$ 644,437,494	\$ 634,773,030



Strategic Priorities Recommendations						
Summary of Financial Progress on Recommendations						
Recommendation	Financial Target	Financial Target Implemented through FY 13	FY 14 Budget	FY 15 Budget	Projected Goal	Variance from Original Goal
1. Scholarship Endowment	\$50,000,000	\$27,169,888	\$13,600,000	\$18,100,000	\$58,869,888	\$8,869,888
2. Improved Selectivity						\$0
3. New Fee for Credit Hours Above 18	\$2,000,000	0	0	0	0	(\$2,000,000)
4. Grow Non-Resident and Transfer Enrollment (40% Non-Resident)	\$4,800,000	\$4,100,000	\$6,800,000	\$2,400,000	\$13,300,000	\$8,500,000
5. Intra-Campus Coordination	0	0	0	0	0	\$0
6. Fee Paying Graduate Students	\$2,500,000	0	\$1,250,000	\$1,250,000	\$2,500,000	\$0
7. New Budget Model	0	0	0	0	0	\$0
8. More Efficient Administration						\$0
a. Central Budget	\$4,800,000	\$4,281,530	\$218,470	\$300,000	\$4,800,000	\$0
b. IT Central	\$1,700,000	\$0	\$1,146,573	\$314,862	\$1,461,435	(\$238,565)
- Deans	\$600,000	\$0	\$600,000	\$0	\$600,000	\$0
- Other	\$900,000	\$0	\$0	\$0	\$0	(\$900,000)
c. Finance and Business	\$1,700,000	\$1,230,000	\$272,000	\$198,000	\$1,700,000	\$0
d. One-Stop Enrollment Center	500,000	\$0	\$250,000	\$250,000	\$500,000	\$0
e. Academic Administration	500,000	\$0	\$0	\$500,000	\$500,000	\$0
9. Energy Reductions	\$1,800,000	\$1,381,726	\$451,260	\$380,000	\$2,212,986	\$412,986
10. Sourcing Savings	\$1,800,000	\$1,325,500	\$237,250	\$237,250	\$1,800,000	\$0
11. Benefit Cost Savings	\$4,000,000	\$4,039,091	\$821,062	\$800,000	\$5,660,153	\$1,660,153
12. Academic Department Accreditations	\$700,000	\$300,000	\$200,000	\$200,000	\$700,000	\$0
13. Academic Organization Study	\$0	\$0	\$0	\$0		\$0
14. Reduced Resources to Centers Reporting to Provost	\$700,000	\$224,998	\$236,202	\$238,800	\$700,000	\$0
15-27. Increased Research and Instructional Efficiency	\$7,900,000	\$3,500,000	\$2,250,000	\$2,150,000	\$7,900,000	\$0
28. Review Cost Recovery Practices	\$0	\$0	\$0	\$0	\$0	\$0
29. Student Affairs Cost Reductions	\$900,000	\$540,000	\$180,000	\$180,000	\$900,000	\$0
30. Student Affairs Budget Improvements	\$0	\$0	\$0	\$0	\$0	\$0
31. Review ASG Processes	\$0	\$0	\$0	\$0	\$0	\$0
32. Student Affairs Support for Teaching	\$0	\$0	\$0	\$0	\$0	\$0
33. ICA Cost Reductions	\$1,400,000	\$0	\$0	\$0	\$0	(\$1,400,000)
34. Recreational Sports Cost Reductions	\$1,200,000	\$720,000	\$240,000	\$240,000	\$1,200,000	\$0
35. Recreational Sports Role in Teaching	\$0	\$0	\$0	\$0	\$0	\$0
36. Increase Retention Rate to 85%	\$0	\$0	\$0	\$0	\$0	\$0



MIAMI UNIVERSITY

**Strategic Priorities Goals
Accomplishments to Date
Fiscal Year 2014 Budget**

Priorities Ahead of Target

	<u>2015 Goal</u>	<u>2014 Target</u>	<u>2014 Actual (Cumulative)</u>	<u>Revised 2015 Goal</u>	<u>Variance</u>
Scholarship Endowment	\$50,000,000	\$31,900,000	\$40,770,000	\$58,900,000	\$8,900,000
Enrollment and Tuition Growth (non-resident, etc.)	\$4,800,000	\$3,600,000	\$10,900,000	\$13,300,000	\$8,500,000
Energy Savings	\$1,800,000	\$1,350,000	\$1,780,000	\$2,200,000	\$400,000
Health Budget	\$4,000,000	\$3,200,000	\$4,860,000	\$5,600,000	\$1,600,000



MIAMI UNIVERSITY

**Strategic Priorities Goals
Accomplishments to Date
Fiscal Year 2014 Budget**

Priorities on Target

	<u>2015 Goal</u>	<u>2014 Target</u>	<u>2014 Actual (Cumulative)</u>	<u>Revised 2015 Goal</u>	<u>Variance</u>
<u>Priorities on Targets</u>					
Fee Paying Graduate Students	\$2,500,000	\$1,250,000	\$1,250,000	\$2,500,000	\$0
Administrative Savings:					\$0
Central Budget	\$4,800,000	\$4,500,000	\$4,500,000	\$4,800,000	\$0
Finance and Business Services	\$1,700,000	\$1,502,000	\$1,502,000	\$1,700,000	\$0
One Stop Enrollment Center	\$500,000	\$250,000	\$250,000	\$500,000	\$0
Academic Administration	\$500,000	\$0	\$500,000	\$500,000	\$0
Sourcing Savings	\$1,800,000	\$1,562,750	\$1,562,750	\$1,800,000	\$0
Academic Centers Under Provost	\$700,000	\$500,000	\$500,000	\$700,000	\$0
Research and Instructional Efficiency	\$7,900,000	\$5,750,000	\$5,750,000	\$7,900,000	\$0
Student Affairs	\$900,000	\$720,000	\$720,000	\$900,000	\$0
Recreational Sports	\$1,200,000	\$960,000	\$960,000	\$1,200,000	\$0



MIAMI UNIVERSITY

**Strategic Priorities Goals
Accomplishments to Date
Fiscal Year 2014 Budget**

Priorities Below Target

	<u>2015 Goal</u>	<u>2014 Target</u>	<u>2014 Actual (Cumulative)</u>	<u>Revised 2015 Goal</u>	<u>Variance</u>
<u>Priorities Below Target</u>					
New Fee (Credit Hours Above 17)	\$2,000,000	\$1,500,000	\$0	\$0	(\$2,000,000)
Administrative Savings - IT	\$3,200,000	\$2,400,000	\$1,746,573	\$2,061,435	(\$1,138,565)
Intercollegiate Athletics	\$1,400,000	\$700,000	\$0	\$0	(\$1,400,000)



MIAMI UNIVERSITY

Board of Trustees

June 21, 2013

RESOLUTION R2013-48

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves revisions to the *Code of Regulations of the Miami University Foundation*, as set forth below:

AMENDED AND RESTATED
CODE OF REGULATIONS
OF THE
MIAMI UNIVERSITY FOUNDATION

ARTICLE I: OFFICES

The principal office of Miami University Foundation (the "Corporation") at which the general business shall be transacted and where the records of the Corporation shall be kept shall be located in the City of Oxford, Butler County, Ohio. The Corporation may have such other offices, either within or without the State of Ohio, as the Directors may designate or as the activities of the Corporation may require from time to time.

ARTICLE II: FISCAL YEAR

The fiscal year of the Corporation shall commence on the first day of July in each year and end on the last day of the following June, or be such other period as the Directors designate by resolution.

ARTICLE III: MEMBERS

The Corporation shall have no Members. The Directors shall be considered the Members in accordance with Ohio Revised Code section 1702.14, as it may be amended.

ARTICLE IV: DIRECTORS

4.1 Powers. The Board of Directors (collectively hereinafter referred to as "Directors" or individually referred to as a "Director") shall have the control and management of the business and property of the Corporation. It may adopt by-laws not inconsistent with these Regulations. A

Director shall perform his or her duties as a Director of the Corporation, including his or her duties as a member of any committee of the Corporation, in good faith, in a manner he or she reasonably believes to be in, or not opposed to the best interests of the Corporation and with the care that an ordinarily prudent person in a like position would use under similar circumstances.

4.2 Number. The number of Appointed Directors shall be seven (7) and be such persons provided in Section 4.3 of these Regulations. The number of Elected Directors shall not be less than fifteen (15) persons elected as provided in Section 4.4 of these Regulations. The Board of Directors shall determine and fix the exact number of persons to serve as Elected Directors from time to time provided, however, that no decrease in the number of Elected Directors shall have the effect of removing an Elected Director prior to the expiration of such Elected Director's term of office.

4.3 Appointed Directors. The persons holding the following positions shall serve as Appointed Directors:

(a) The Chair of the Board of Trustees of Miami University or a member of the Board of Trustees of Miami University appointed by the Chair of the Board of Trustees of Miami University;

(b) The President of Miami University;

(c) The Executive Vice President for Academic Affairs and Provost of Miami University;

(d) The Vice President for Finance and Business Services of Miami University (who shall also serve as the Treasurer of the Corporation)

(e) The Vice President for University Advancement of Miami University (who shall also serve as the Executive Director of the Corporation);

(f) The Vice President for Student Affairs of Miami University; and

(g) A representative of the Board of Trustees of Miami University appointed by the Board of Trustees of Miami University.

4.4 Elected Directors.

4.4.1 Election. The Elected Directors shall be elected by the Directors from the slate of candidates nominated by the Nominating Committee (as that term is hereinafter defined). Election shall be by a majority vote of the Directors constituting a quorum at a meeting of the Directors. At least two thirds (2/3) of the Elected Directors shall be alumni or former students of Miami University.

4.4.2 Term. Elected Directors shall serve and hold office for a term of three (3) years commencing at the conclusion of the Annual Meeting at which the Elected Director is elected (or if elected at a meeting of the Directors other than the Annual Meeting then such term shall commence at conclusion of the next Annual Meeting unless filling an Elected Director vacancy or otherwise provided by the Board in the election of such Elected Director) and ending at the conclusion of the third Annual Meeting thereafter, or until such Elected Director's successor is elected and qualified, except in the event of such Director's earlier resignation, removal or death.

4.4.3 Term Limits. Elected Directors may serve a maximum of two (2) consecutive three-year terms. After serving two (2) consecutive three-year terms, an Elected Director again may be elected to serve as an Elected Director after such Elected Director has not served as a Director for one (1) year. Service as an Elected Director for a term of less than three (3) years shall not count as a term for the purposes of the term limits provided in this Section 4.4.3. Nevertheless, if an Elected Director is serving as President of the Corporation and his or her second three-year term as a Director will expire prior to the end of his or her term as President, such Elected Director shall continue to serve as an Elected Director until the expiration of his or her term as President regardless of the term limits described above.

4.4.4 Staggered Terms. The Elected Directors may be divided into three (3) groups or classes consisting of approximately one-third of the then current total number of Elected Directors. The Elected Directors in each group shall be elected for a term of three (3) years such that the term of office of one such group shall terminate each year. To maintain three classes of Elected Directors consisting of approximately the same number of persons, certain Elected Directors may be assigned to and shall serve one-year and two-year terms so as to establish or maintain staggered terms whereby approximately one-third of the Elected Directors' terms expire each year.

4.4.5 Removal of Elected Directors. Any Elected Director may be removed from office upon the affirmative vote of a majority of the total number of Directors then serving.

4.4.6 Vacancies. The Board of Directors may fill any vacancy that may occur in an Elected Director position by election of a successor to hold office during the remaining unexpired term of the vacant Elected Director position. Election shall be by a majority of the Directors constituting a quorum and entitled to vote at such meeting.

4.5 Meetings.

4.5.1 Annual Meeting. The Annual Meeting of the Directors for the election of officers and the transaction of such other business as the Directors determine shall be held at the time and place, within or without the State of Ohio, the Board of Directors designates.

4.5.2 Regular Meetings. The Board of Directors may establish regular meetings of the Board of Directors. Such meetings shall be held at such place or places, within or without the State of Ohio, the Board of Directors designates.

4.5.3 Special Meetings. Special meetings of the Board of Directors may be called by the President, by the Board of Directors or upon the written request of two (2) or more Directors. Such meetings shall be held at such place or places, within or without the State of Ohio, as the Board of Directors designates.

4.6 Notice of Meetings.

4.6.1 Annual and Regular Meetings. Written notice of each annual and other regular meeting of the Board of Directors stating the time and place thereof shall be delivered personally, sent by fax or email, or sent by U.S. mail or courier service with postage and fees prepaid or by means of any authorized communications equipment not less than seven (7) days before the meeting, excluding the day of the meeting, to each Director at his or her address according to the current records of the Corporation, unless notice is waived.

4.6.2 Special Meetings. Written notice of each special meeting of the Board of Directors stating the time, place and purpose thereof shall be delivered personally, sent by fax or email, or sent by U.S. mail or courier service with postage and fees prepaid or by means of any authorized communications equipment not less than seven (7) days before the meeting, excluding the day of the meeting, to each Director at his or her address according to the current records of the Corporation, unless notice is waived. No business shall be transacted at any special meeting other than the business specified in the notice of such meeting.

4.6.3 Waiver of Notice. Notice of any meeting of the Board of Directors may be waived in writing before, at or after such meeting by any Director. Such waiver shall be filed with or entered upon the records of such meeting. Attendance of any Director at any meeting of the Board of Directors without protesting, prior to or at the commencement of the meeting, the lack of proper notice of such meeting shall be deemed to be a waiver of such notice by such Director.

4.7 Attendance. Directors may attend meetings in person, or participate by any authorized communications equipment (as provided in Chapter 1702 of the Ohio Revised Code) including, but not limited to, by telephone conference, video conference or other electronic technology or communications equipment as long as all persons participating in the meeting can contemporaneously communicate with each other. Participation by authorized communications equipment shall constitute presence at such meeting.

4.8 Quorum. The attendance by any means authorized pursuant to section 4.7 above of a majority of the total number of Directors then serving shall be necessary to constitute a quorum for a meeting of the Directors. At all meetings of the Board of Directors, each Director shall be entitled to cast one vote on any question coming before the Board. Unless otherwise provided in these Regulations, a majority vote of the Directors present at any meeting, if there is a quorum, shall be sufficient to transact any business. A Director shall not appoint a proxy for himself or herself or vote by proxy at a meeting of the Board of Directors.

4.9 Written Action. Any action which may be taken at a meeting of the Directors may be taken without a meeting, if authorized in a writing or writings signed by all of the Directors, which writing or writings shall be filed or entered upon the records of the Corporation. Any electronic transmission by authorized communications equipment (as provided in Chapter 1702 of the Ohio Revised Code) that contains an affirmative vote or approval of a Director is a signed writing for such purposes.

4.10 Committees.

4.10.1 Authority. The Directors shall appoint such committees as shall be necessary from time to time and shall designate the duties of such committees. The committee members shall serve at the pleasure of the Directors. No committee shall consist of fewer than four (4) members. At least one member of each committee shall be a member of the staff of Miami University, whether or not such member is also an Appointed or Elected Director. A majority of the members of any such committee may determine its action and fix the time and place of its meetings unless the Board of Directors otherwise provides. All committees at all times shall be subject to the control and direction of the Board of Directors and shall report all actions taken at the next succeeding meeting of the Board of Directors.

4.10.2 Nominating Committee. The President of the Corporation shall appoint a committee ("Nominating Committee") to make recommendations for new Elected Directors to the

Board of Directors of the Corporation. The Nominating Committee shall be composed of the immediate past-President of the Corporation (whether or not still serving as a Director), the then-current President of the Corporation, the Executive Director of the Corporation and a fourth member to be appointed by the President of the Corporation. The Nominating Committee shall also nominate officers of the Corporation (unless otherwise appointed pursuant to the terms of these Regulations).

4.10.3 Executive Committee: The President of the Corporation shall appoint a committee ("Executive Committee") to help the Miami University Foundation Board of Directors function efficiently and effectively. The Executive Committee shall have the broad authority of the Board of Directors to act on behalf of the full board during the interval between meetings of the Board of Directors on any matters that the Executive Committee determines should not be delayed until the Board's next regularly scheduled meeting, or until a special meeting of the Board should be called as specified in these Code of Regulations. The Executive Committee shall be composed of the President of the Corporation, who shall act as the Chair of the Executive Committee, the Executive Director of the Corporation, and such other Directors appointed by the President of the Corporation or the Board of Directors.

4.11 Special Appointees; Advisory Board. Special Appointees may be appointed by the Directors to an Advisory Board to serve for a term of one (1) year or until their successors are elected and qualified. Special Appointees may serve more than one (1) term on an Advisory Board. The Directors shall fix the number of Special Appointees, which number may vary from time to time as the Directors shall determine. Special Appointee shall have no voting rights at any meeting of the Board of Directors or any committee meeting. Special Appointees may review and make comments on the general direction in which the Board of Directors proceeds with specific reference to the purposes of the organization as stated in its Articles of Incorporation. Special Appointees shall be advisory only to the Board of Directors, but substantial weight will be given to their suggestions.

Special Appointees may meet with the Board of Directors at such times and places as the Directors shall designate.

ARTICLE V: OFFICERS

5.1 Generally. The officers shall be a President, Vice President, Secretary, Board Treasurer, Executive Director, Treasurer of the Corporation, Chief Investment Officer, Chief Development Officer, Chief Administrative Officer and any other officers the Board of Directors designates.

5.2 President. The President shall preside at all meetings and perform such other and further duties as may be from time to time required by the Directors. The President shall be an Elected Director.

5.3 Vice President. The Vice President shall perform all of the duties and have all the authority of the President in case of the latter's absence or disability. In case both the President and Vice President are absent or unable to perform their duties, the Directors may appoint a President pro tempore. The Vice President shall be an Elected Director.

5.4 Secretary. The Secretary shall review and certify all minutes of the Corporation as prepared by the Executive Director. The Secretary shall be an Elected Director.

5.5 Board Treasurer. The Board Treasurer shall review all statements prepared by the Chief Investment Officer or the Treasurer of the Corporation. The Board Treasurer shall be an Elected Director.

5.6 Executive Director. The Executive Director shall be the Vice President for University Advancement of Miami University as referenced under Section 4.3(e) of these Regulations. The Executive Director shall oversee the hiring of staff personnel and have overall responsibility for the day to day operation of all functions of the organization. The Executive Director shall provide reports on the operation of the organization to the Board of Directors on a periodic basis or as requested by

the Board of Directors. The Executive Director shall keep an accurate record of all transactions of the Corporation. The Executive Director shall give all notices required by law or these Regulations. The Executive Director shall keep a proper record book and shall properly record therein all minutes of all corporate meetings and such other matters as shall be proper or necessary. Further, the Executive Director may also advise the Directors with respect to potentially problematic transactions.

5.7 Treasurer of the Corporation. The Treasurer of the Corporation shall be the Vice President for Finance and Business Services of Miami University as referenced under Section 4.3(d) of these Regulations. The Treasurer of the Corporation shall be responsible for the oversight of the financial operations of the Foundation.

5.8 Chief Investment Officer. The Chief Investment Officer (CIO) shall be the Chief Investment Officer of Miami University. Unless otherwise directed or provided by the Directors the CIO shall have the duties and responsibilities provided in this section. The CIO shall oversee the finances and supervise the custody of all monies and investments, financial records and documents of the Corporation unless otherwise determined by the Directors. The CIO shall supervise the annual preparation of the Corporation's financial statements and the external audit of such statements. The CIO shall support such committees as determined by the Directors and the committee chairs. The CIO shall not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.9 Chief Development Officer. The Chief Development Officer (CDO) shall be the manager of the Office of Development within the Division of University Advancement of Miami University. Unless otherwise directed or provided by the Directors the CDO shall have the duties and responsibilities provided in this section. The CDO shall oversee the donor development activities of the Corporation. The CDO shall support such committees as determined by the Directors and the committee chairs. The CDO shall not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.10 Chief Administrative Officer. The Chief Administrative Officer (CAO) shall be the Director of Advancement Administration of Miami University. Unless otherwise directed or provided by the Directors the CAO shall have the duties and responsibilities provided in this section. The CAO shall oversee the administration of the Corporation and stewardship of gifts to the Corporation. The CAO shall coordinate and schedule the meetings of the Corporation, prepare resolutions, and fulfill such other duties as determined by the Executive Director or the Directors. The CAO shall support such committees as determined by the Directors or Committee chairs. The CAO shall be not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.11 Term. Except with respect to the President, Executive Director, Treasurer of the Corporation, CIO, CDO and CAO, each officer of the Corporation shall be elected for a one (1) year term commencing at the conclusion of the day of the Annual Meeting at which the officer is elected and ending at the conclusion on the day of the next Annual Meeting, or until such officer's successor is elected and qualified. Each of these officers may serve two (2) consecutive one-year terms. The President shall serve for one (1) two-year term and shall not be eligible for re-election to such position.

5.12 Removal. Except with respect to the Executive Director, Treasurer of the Corporation, CIO, CDO and CAO, the Board of Directors may remove any officer at any time, with or without cause by the affirmative vote of a majority of the Directors present at a meeting, if there is a quorum.

5.13 Vacancies. Except with respect to the Executive Director, Treasurer of the Corporation, CIO, CDO, and CAO, the Board of Directors may fill any vacancy that may occur in any office by electing a successor to hold office during the unexpired term of the vacant office.

ARTICLE VI: INDEMNITY

The Corporation shall indemnify to the full extent permitted by the nonprofit corporation laws of the State of Ohio each person who was, is or will be a Director, officer, volunteer or employee of the Corporation (including the heirs, executors, administrators or estate of such person) against any liability, cost or expense incurred by such person in such person's capacity as such a Director, officer, volunteer or employee, or arising out of such person's status as such a Director, officer or employee (including serving at the request of the Corporation as a trustee, director, officer, partner, member, employee or agent of another organization). The Corporation may, but shall not be obligated to, maintain insurance at its expense to protect itself and any such person against any such liability, cost or expense.

ARTICLE VII: CONSISTENCY WITH ARTICLES OF INCORPORATION

If any provision of this Code of Regulations shall be inconsistent with the Corporation's Articles of Incorporation (as they may be amended), the Articles of Incorporation shall govern.

ARTICLE VIII: SECTION HEADINGS

The headings contained in this Code of Regulations are for reference only and shall not be construed as part of or as affecting the meaning or interpretation of this Code of Regulations.

ARTICLE IX: AMENDMENTS

This Code of Regulations (as it may be amended) may be amended or restated by the affirmative vote of a majority of the total number of Directors then serving. Any proposed amendment shall be submitted in writing to each Director at least fifteen (15) days prior to the

meeting at which the same is to be voted upon by mailing, faxing or otherwise sending a copy thereof to each Director in any manner authorized for delivering notices of meetings under Section 4.6 of these Code of Regulations. Provided, however, that Articles III and IV, providing for the selection of Directors and defining Members, shall not be amended without the approval and consent of the Board of Trustees of Miami University given by the affirmative vote of two thirds (2/3) of all members of the Board of Trustees of Miami University.

ARTICLE X: EMERGENCY REGULATIONS

In the event of an "emergency" as defined in Ohio Revised code section 1701.01(U), as it may be amended, corporate actions may be taken in accordance with Ohio Revised Code section 1702.11(C) and (G), as they may be amended.

ARTICLE XI: PROVISIONS FOR REGULATIONS OF BUSINESS AND CONDUCT OF AFFAIRS OF THE CORPORATION

11.1 Books and Records. The Corporation shall keep correct and complete books of account and minutes of the proceedings of its Directors and any committees.

11.2 Conflicts of Interest

11.2.1 Gifts. As provided in further detail in the Corporation's Conflict of Interest Policy (the "Policy"), no Covered Person (as defined in the Policy) shall solicit or accept, directly or indirectly, anything of substantial monetary value (including any gift, gratuity, favor, entertainment, loan or other consideration) from any person or entity which has, or is seeking, a contractual, donative, employment, financial or other beneficial relationship with the Corporation without first making a disclosure of such conflict of interest to the Board of Directors. All of the Directors,

officers, employees, committee members and certain other volunteers of the Corporation are "Covered Persons" as defined under the Policy (with respect to volunteers of the Corporation the Policy applies to such other volunteers determined and identified as a "Covered Person" under the Policy).

11.2.2 Conflict of Interest Procedure. When the Board of Directors is considering a proposed transaction that may benefit the private interest of a Covered Person of the Corporation, the procedure outlined in the Conflict of Interest Policy adopted by the Board of Directors shall be followed.

11.2.3 Appointed Directors. Appointed Directors (under Section 4.3 of these Regulations) are subject to all applicable laws and University policies including Ohio Ethics laws and related University policies. In the event of any conflict between such Ohio Ethics laws and University policies for Appointed Directors, the Ohio Ethics laws and University policies shall prevail and take priority over the conflict of interest procedures and provisions contained in this Section 11.2.

11.3 Compensation. Service by Elected Directors shall be strictly voluntary and such Elected Directors shall not receive compensation for their services to the Corporation as Directors.

11.4 Dissolution. The Corporation shall be dissolved only upon the affirmative vote of a majority of the total number of Directors then serving and with approval of two-thirds of the members of the Board of Trustees of Miami University voting at a regular meeting of the Board of Trustees of Miami University.

Upon dissolution, all of its property of whatever nature and wheresoever situated shall vest immediately and absolutely in Miami University, to be used in total for the purposes of Miami University, subject, however, to any and all limitations and conditions under which it is held by the Corporation at the time of dissolution.

ARTICLE XII: DEADLOCK

In the event of deadlock in the Directors' management of the corporate affairs, the provisions for the appointment of the provisional Director under Ohio Revised Code section 1702.521 shall be used to resolve the deadlock.

ARTICLE XIII: SUPERSEDES PRIOR CODE OF REGULATIONS

This Amended and Restated Code of Regulations amends, restates and supersedes in the entirety all previous codes of regulations (regardless of how titled) and all prior resolutions by the Directors amending such codes of regulations. This Amended and Restated Code of Regulations shall be the only code of regulations of the Corporation and only may be amended, modified or restated only in accordance with the terms of these Regulations.

CERTIFICATE OF ADOPTION

The foregoing Amended and Restated Code of Regulations was duly adopted by the Board of Directors of the Corporation with the approval and consent of the Board of Trustees of Miami University effective as of the 21st day of June, 2013



Secretary Signature _____
Printed Name: T. O. Pickerill II

RESOLUTION R2013-47

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves revisions to the *Code of Regulations of the Miami University Foundation*, as set forth below:

AMENDED AND RESTATEDCODE OF REGULATIONSOF THEMIAMI UNIVERSITY FOUNDATION

A Nonprofit Corporation

ARTICLE I: OFFICES

The principal office of Miami University Foundation (the "Corporation") at which the general business shall be transacted and where the records of the Corporation shall be kept shall be located in the City of Oxford, Butler County, Ohio.

The Corporation may have such other offices, either within or without the State of Ohio, as the Directors may designate or as the activities of the Corporation may require from time to time.

ARTICLE II: FISCAL YEAR

The fiscal year of the Corporation shall commence on the first day of July in each year and end on the last day of the following June, or be such other period as the Directors designate by resolution.

ARTICLE III: MEMBERS

The Corporation shall have no Members. The Directors shall be considered the Members in accordance with Ohio Revised Code section 1702.14, as it may be amended.

ARTICLE IV: DIRECTORS

4.1 Powers. The Board of Directors (collectively hereinafter referred to as "Directors" or individually referred to as a "Director") shall have the control and management of the business and property of the Corporation. It may adopt by-laws not inconsistent with these Regulations. A

Director shall perform his or her duties as a Director of the Corporation, including his or her duties as a member of any committee of the Corporation, in good faith, in a manner he or she reasonably believes to be in, or not opposed to the best interests of the Corporation and with the care that an ordinarily prudent person in a like position would use under similar circumstances.

4.2 Number. The number of ~~Directors shall be eight (8) Appointed Directors (as that term is hereinafter defined) and not more than twenty one (21) Elected Directors (as that term is hereinafter defined).~~ Appointed Directors shall be seven (7) and be such persons provided in Section 4.3 of these Regulations. The number of Elected Directors shall not be less than fifteen (15) persons elected as provided in Section 4.4 of these Regulations. The Board of Directors shall determine and fix the exact number of persons to serve as Elected Directors by an affirmative majority vote of the total number of Directors then serving. ~~No~~from time to time provided, however, that no decrease in the number of Elected Directors shall have the effect of removing an Elected Director prior to the expiration of such Elected Director's term of office.

4.3 Appointed Directors. The persons holding the following positions shall serve as Appointed Directors:

(a) The Chair of the Board of Trustees of Miami University or a member of the Board of Trustees of Miami University appointed by the Chair of the Board of Trustees of Miami University;

(b) The President of Miami University;

(c) The Executive Vice President for Academic Affairs and Provost of Miami

University;

(d) The Vice President for Finance and Business Services of Miami University (who shall also serve as the Treasurer of the Corporation);

(e) The Vice President for University Advancement of Miami University (who shall also serve as the Executive Director of the Corporation);

(f) The Vice President for Student Affairs of Miami University; and

(g) A representative of the Board of Trustees of Miami University appointed by the Board of Trustees of Miami University; ~~and (h) — An individual appointed by the Vice President for Finance and Business Services (who shall also serve as the Controller of the Corporation).~~

4.4 Elected Directors.

4.4.1 Election. The Elected Directors shall be elected by the Directors ~~at their Annual Meeting~~ from the slate of candidates nominated by the Nominating Committee (as that term is hereinafter defined). Election shall be by a majority vote of the Directors constituting a quorum at such meeting. ~~The candidates receiving the greatest number of votes shall be elected~~ a meeting of the Directors. At least two thirds (2/3) of the Elected Directors shall be alumni or former students of Miami University.

4.4.2 Term. The Elected Directors shall serve and hold office for a term of three (3) years commencing ~~on~~ at the day ~~conclusion~~ of the Annual Meeting at which the Elected Director is elected ~~and ending on the day~~ (or if elected at a meeting of the Directors other than the Annual Meeting then such term shall commence at conclusion of the next Annual Meeting unless filling an

Elected Director vacancy or otherwise provided by the Board in the election of such Elected Director) and ending at the conclusion of the third Annual Meeting thereafter, or until such Elected Director's successor is elected and qualified, except in the event of such Director's earlier resignation, removal or death.

4.4.3 Term Limits. Elected Directors may serve a maximum of two (2) consecutive three-year terms. After serving two (2) consecutive three-year terms, an Elected Director again may be elected to serve as an Elected Director after such Elected Director has not served as a Director for one (1) year. Service as an Elected Director for a term of less than three (3) years shall not count as a term for the purposes of the term limits provided in this Section 4.4.3. Nevertheless, if an Elected Director is serving as President of the Corporation and his or her second three-year term as a Director will expire prior to the end of his or her term as President, such Elected Director shall continue to serve as an Elected Director until the expiration of his or her term as President regardless of the term limits described above.

4.4.4 Staggered Terms. The Elected Directors may be divided into three (3) groups or classes consisting of approximately one-third of the then current total number of Elected Directors. The Elected Directors in each group shall be elected for a term of three (3) years such that the term of office of one such group shall terminate each year. To maintain three classes of Elected Directors consisting of approximately the same number of persons, certain Elected Directors may be assigned to and shall serve one-year and two-year terms so as to establish or maintain staggered terms whereby approximately one-third of the Elected Directors' terms expire each year.

4.4.5 Removal of Elected Directors. Any Elected Director may be removed from office upon the affirmative vote of a majority of the total number of Directors then serving.

4.4.6 Vacancies. The Board of Directors may fill any vacancy that may occur in an Elected Director position by election of a successor to hold office during the remaining unexpired

term of the vacant Elected Director position. Election shall be by a majority of the Directors constituting a quorum and entitled to vote at such meeting.

4.5 Meetings.

4.5.1 Annual Meeting. ~~There shall be an~~The Annual Meeting of the Directors to elect officers and Elected Directors and to review the books of the Corporation. Such meetingfor the election of officers and the transaction of such other business as the Directors determine shall be held at the time and place, within or without the State of Ohio, the Board of Directors designates.

4.5.2. Regular Meetings. The Board of Directors may establish regular meetings of the Board of Directors. Such meetings shall be held at such place or places, within or without the State of Ohio, the Board of Directors designates.

4.5.3 Special Meetings. Special meetings of the Board of Directors may be called by the President, by the Board of Directors or upon the written request of two (2) or more Directors. Such meetings shall be held at such place or places, within or without the State of Ohio, as the Board of Directors designates.

4.6 Notice of Meetings.

4.6.1 Annual and Regular Meetings. Written notice of each annual and other regular meeting of the Board of Directors stating the time and place thereof shall be delivered personally, sent by fax or email, or sent by U.S. mail or courier service with postage and fees prepaid or by means of any authorized communications equipment not less than seven (7) days before the meeting, excluding the day of the meeting, to each Director at his or her address according to the current records of the Corporation, unless notice is waived.

4.6.2 Special Meetings. Written notice of each special meeting of the Board of Directors stating the time, place and purpose thereof shall be delivered personally, sent by fax or email, or sent by U.S. mail or courier service with postage and fees prepaid or by means of any authorized communications equipment not less than seven (7) days before the meeting, excluding

the day of the meeting, to each Director at his or her address according to the current records of the Corporation, unless notice is waived. No business shall be transacted at any special meeting other than the business specified in the notice of such meeting.

4.6.3 Waiver of Notice. Notice of any meeting of the Board of Directors may be waived in writing before, at or after such meeting by any Director. Such waiver shall be filed with or entered upon the records of such meeting. Attendance of any Director at any meeting of the Board of Directors without protesting, prior to or at the commencement of the meeting, the lack of proper notice of such meeting shall be deemed to be a waiver of such notice by such Director.

4.7 Attendance. Directors may attend meetings in person, or participate by any authorized communications equipment (as provided in Chapter 1702 of the Ohio Revised Code) including, but not limited to, by telephone conference, video conference or other electronic technology or communications equipment as long as all persons participating in the meeting can contemporaneously communicate with each other. Participation by authorized communications equipment shall constitute presence at such meeting.

4.8 Quorum. The attendance by any means authorized pursuant to section 4.7 above of a majority of the total number of Directors then serving shall be necessary to constitute a quorum for a meeting of the Directors. At all meetings of the Board of Directors, each Director shall be entitled to cast one vote on any question coming before the Board. Unless otherwise provided in these Regulations, a majority vote of the Directors present at any meeting, if there is a quorum, shall be sufficient to transact any business. A Director shall not appoint a proxy for himself or herself or vote by proxy at a meeting of the Board of Directors.

4.9 Written Action. Any action which may be taken at a meeting of the Directors may be taken without a meeting, if authorized in a writing or writings signed by all of the Directors, which writing or writings shall be filed or entered upon the records of the Corporation. Any electronic transmission by authorized communications equipment (as provided in Chapter 1702 of the Ohio

Revised Code) that contains an affirmative vote or approval of a Director is a signed writing for the such purposes _____ of _____ this _____ Section.

4.10 Committees.

4.10.1 Authority. The Directors shall appoint such committees as shall be necessary from time to time and shall designate the duties of such committees. The committee members shall serve at the pleasure of the Directors. No committee shall consist of fewer than four (4) members. At least one member of each committee shall be a member of the staff of Miami University, whether or not such member is also an Appointed or Elected Director. A majority of the members of any such committee may determine its action and fix the time and place of its meetings unless the Board of Directors otherwise provides. All committees at all times shall be subject to the control and direction of the Board of Directors and shall report all actions taken at the next succeeding meeting of the Board of Directors.

4.10.2 Nominating Committee. The President of the Corporation shall appoint a committee ("Nominating Committee") to make recommendations for new Elected Directors to the Board of Directors of the Corporation. The Nominating Committee shall be composed of the immediate past-President of the Corporation (whether or not still serving as a Director), the then-current President of the Corporation, the Executive Director of the Corporation and a fourth member to be appointed by the President of the Corporation. The Nominating Committee shall also nominate officers of the Corporation (unless otherwise appointed pursuant to the terms of these Regulations).

4.10.3 Executive Committee: The President of the Corporation shall appoint a committee ("Executive Committee") to help the Miami University Foundation Board of Directors function efficiently and effectively. The Executive Committee shall have the broad authority of the Board of Directors to act on behalf of the full board during the interval between meetings of the Board of Directors on any matters that the Executive Committee determines should not be delayed

until the Board's next regularly scheduled meeting, or until a special meeting of the Board should be called as specified in these Code of Regulations.— The Executive Committee shall be composed of the President of the Corporation, who shall act as the Chair of the Executive Committee, the Executive Director of the Corporation, and such other Directors appointed by the President of the Corporation or the Board of Directors.—

4.11 Special Appointees; Advisory Board. Special Appointees may be appointed by the Directors to an Advisory Board to serve for a term of one (1) year or until their successors are elected and qualified. Special Appointees may serve more than one (1) term on an Advisory Board. The Directors shall fix the number of Special Appointees, which number may vary from time to time as the Directors shall determine. Special Appointee shall have no voting rights at any meeting of the Board of Directors or any committee meeting. Special Appointees may review and make comments on the general direction in which the Board of Directors proceeds with specific reference to the purposes of the organization as stated in its Articles of Incorporation. Special Appointees shall be advisory only to the Board of Directors, but substantial weight will be given to their suggestions. Special Appointees may meet with the Board of Directors at such times and places as the Directors shall designate.

ARTICLE V: OFFICERS

5.1 Generally. The officers shall be a President, Vice President, Secretary, ~~Controllor,~~Board Treasurer, Executive Director, Treasurer of the Corporation, Chief Investment Officer, Chief Development Officer, Chief Administrative Officer and any other officers the Board of Directors designates.

5.2 President. The President shall preside at all meetings and perform such other and further duties as may be from time to time required by the Directors. The President shall be an Elected Director.

5.3 Vice President. The Vice President shall perform all of the duties and have all the authority of the President in case of the latter's absence or disability. In case both the President and Vice President are absent or unable to perform their duties, the Directors may appoint a President pro tempore. The Vice President shall be an Elected Director.

5.4 Secretary. The Secretary shall review and certify all minutes of the Corporation as prepared by the Executive Director. The Secretary shall be an Elected Director.

~~5.5 Controller. The Controller shall be the Appointed Director appointed by the Vice President for Finance and Business Services of Miami University. The Controller shall receive and safely keep all monies, rights and choses in action belonging to the Corporation and the same shall be disbursed under the direction of and to the satisfaction of the Board of Directors. Proper vouchers shall be taken for all such disbursements. The Controller shall keep an accurate account of the finances on the books prepared and furnished for that purpose and all books shall be open for inspection and examination by the Board of Directors. The Controller shall render an account of the standing of the Corporation at the annual meeting of the Board of Directors and at such other times as the Board of Directors may require. The Controller also shall perform all such other and further duties as may be required by the President or Directors.~~
Board Treasurer. The Board Treasurer shall review all statements prepared by the Chief Investment Officer or the Treasurer of the Corporation. The Board Treasurer shall be an Elected Director.

~~5.6 Treasurer. The Treasurer shall review all statements prepared by the Controller of the Corporation. The Treasurer shall be an Elected Director.~~

5.75.6 Executive Director. The Executive Director shall be the Vice President for University Advancement of Miami University as referenced under Section 4.3(e) of these Regulations. The Executive Director shall oversee the hiring of staff personnel and have overall responsibility for the day to day operation of all functions of the organization. The Executive Director shall provide reports on the operation of the organization to the Board of Directors on a periodic basis or as requested by the Board of Directors. The Executive Director shall keep an accurate record of all transactions of

the Corporation. The Executive Director shall give all notices required by law or these Regulations. The Executive Director shall keep a proper record book and shall properly record therein all minutes of all corporate meetings and such other matters as shall be proper or necessary. Further, the Executive Director may also advise the Directors with respect to potentially problematic transactions.

5.7 Treasurer of the Corporation. The Treasurer of the Corporation shall be the Vice President for Finance and Business Services of Miami University as referenced under Section 4.3(d) of these Regulations. The Treasurer of the Corporation shall be responsible for the oversight of the financial operations of the Foundation.

5.8 Chief Investment Officer. The Chief Investment Officer (CIO) shall be the Chief Investment Officer of Miami University. Unless otherwise directed or provided by the Directors the CIO shall have the duties and responsibilities provided in this section. The CIO shall oversee the finances and supervise the custody of all monies and investments, financial records and documents of the Corporation unless otherwise determined by the Directors. The CIO shall supervise the annual preparation of the Corporation's financial statements and the external audit of such statements. The CIO shall support such committees as determined by the Directors and the committee chairs. The CIO shall be not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.9 Chief Development Officer. The Chief Development Officer (CDO) shall be the manager of the Office of Development within the Division of University Advancement of Miami University. Unless otherwise directed or provided by the Directors the CDO shall have the duties and responsibilities provided in this section. The CDO shall oversee the donor development activities of the Corporation. The CDO shall support such committees as determined by the Directors and the committee chairs. The CDO shall not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.10 Chief Administrative Officer. The Chief Administrative Officer (CAO) shall be the Director of Advancement Administration of Miami University. Unless otherwise directed or provided by the Directors the CAO shall have the duties and responsibilities provided in this section. The CAO shall oversee the administration of the Corporation and stewardship of gifts to the Corporation. The CAO shall coordinate and schedule the meetings of the Corporation, prepare resolutions, and fulfill such other duties as determined by the Executive Director or the Directors. The CAO shall support such committees as determined by the Directors or Committee chairs. The CAO shall be not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.11 Term. Except with respect to the President, ~~Controller and the Executive Director, Treasurer of the Corporation, CIO, CDO and CAO,~~ each officer of the Corporation shall be elected for a one (1) year term commencing ~~on~~ at the conclusion of the day of the Annual Meeting at which the officer is elected and ending at the conclusion on the day of the next Annual Meeting, or until such officer's successor is elected and qualified. Each of these officers may serve two (2) consecutive one-year terms. The President shall serve for one (1) two-year term and shall not be eligible for re-election to such position.

~~5.95.12~~ Removal. Except with respect to the ~~Controller and the Executive Director, Treasurer of the Corporation, CIO, CDO and CAO,~~ the Board of Directors may remove any officer at any time, with or without cause by the affirmative vote of a majority of the Directors present at a meeting, if there is a quorum.

~~5.105.13~~ Vacancies. Except with respect to the ~~Controller and Executive Director, Treasurer of the Corporation, CIO, CDO, and CAO,~~ the Board of Directors may fill any vacancy that may occur in any office by electing a successor to hold office during the unexpired term of the vacant office.

ARTICLE VI: INDEMNITY (Ren to take a look at)

The Corporation shall indemnify to the full extent permitted by the nonprofit corporation laws of the State of Ohio each person who was, is or will be a Director, officer, volunteer or employee of the Corporation (including the heirs, executors, administrators or estate of such person) against any liability, cost or expense incurred by such person in such person's capacity as such a Director, officer, volunteer or employee, or arising out of such person's status as such a Director, officer or employee (including serving at the request of the Corporation as a trustee, director, officer, partner, member, employee or agent of another organization). The Corporation may, but shall not be obligated to, maintain insurance at its expense to protect itself and any such person against any such liability, cost or expense.

ARTICLE VII: CONSISTENCY WITH ARTICLES OF INCORPORATION

If any provision of this Code of Regulations shall be inconsistent with the Corporation's Articles of Incorporation (as they may be amended), the Articles of Incorporation shall govern.

ARTICLE VIII: SECTION HEADINGS

The headings contained in this Code of Regulations are for reference only and shall not be construed as part of or as affecting the meaning or interpretation of this Code of Regulations.

ARTICLE IX: AMENDMENTS

This Code of Regulations (as it may be amended) may be amended or restated by the affirmative vote of a majority of the total number of Directors then serving. Any proposed amendment shall be submitted in writing to each Director at least fifteen (15) days prior to the meeting at which the same is to be voted upon by mailing, faxing or otherwise sending a copy

thereof to each Director in any manner authorized for delivering notices of meetings under Section 4.6 of these Code of Regulations. Provided, however, that Articles III and IV, providing for the selection of Directors and defining Members, shall not be amended without the approval and consent of the Board of Trustees of Miami University given by the affirmative vote of two thirds (2/3) of all members of the Board of Trustees of Miami University.

ARTICLE X: EMERGENCY REGULATIONS

In the event of an "emergency" as defined in Ohio Revised code section 1701.01(U), as it may be amended, corporate actions may be taken in accordance with Ohio Revised Code section 1702.11(C) and (G), as they may be amended.

ARTICLE XI: PROVISIONS FOR REGULATIONS OF BUSINESS AND CONDUCT OF AFFAIRS OF THE CORPORATION

11.1 Books and Records. The Corporation shall keep correct and complete books of account and minutes of the proceedings of its Directors and any committees.

11.2 Conflicts of Interest.

11.2.1 Gifts. ~~No Director, officer or employee of~~ As provided in further detail in the Corporation's Conflict of Interest Policy (the "Policy), no Covered Person (as defined in the Policy) shall solicit or accept, directly or indirectly, anything of substantial monetary value (including any gift, gratuity, favor, entertainment, loan or other consideration) from any person or entity which has, or is seeking, a contractual, donative, employment, financial or other beneficial relationship with the Corporation without first making a disclosure of such conflict of interest to the Board of Directors. All of the Directors, officers, employees, committee members and certain other volunteers of the

Corporation are "Covered Persons" as defined under the Policy (with respect to volunteers of the Corporation the Policy applies to such other volunteers determined and identified as a "Covered Person" under the Policy).

11.2.2 Conflict of Interest Procedure. When the Board of Directors is considering a proposed transaction that may benefit the private interest of an officer, or Director, a Covered Person of the Corporation, the procedure outlined below and in the related Statement on Conflict of Interest Policy approved/adopted by the Board of Directors shall be followed.

~~(a) — Such Director or officer shall disclose the existence of any actual or possible conflict of interest as well as all material facts.~~

~~(b) — After such disclosure, the interested Director or officer shall leave the meeting and the remaining Directors shall determine if a conflict of interests exists.~~

~~(c) — If a conflict of interest is determined to exist, the following procedures shall be followed to address such conflict:~~

~~(1) — The interested Director or officer shall not be present during the discussion of, and the vote on, the proposed transaction.~~

~~(2) — The Board, if appropriate, shall obtain comparability data as to similar transactions and investigate alternatives to the proposed transaction.~~

~~(3) — After exercising due diligence, the Board shall determine if the Corporation can obtain a more advantageous arrangement with reasonable efforts from a person that would not give rise to a conflict of interest.~~

~~(4) — If a more advantageous arrangement is not reasonably attainable, the Board shall determine by a majority vote of disinterested Directors whether the transaction is in the best interests of the Corporation and shall make its decision as to whether to enter the transaction in conformity with such determination.~~

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~~(d) The minutes of the Board meetings concerning the proposed transaction shall document all the preceding steps and such minutes shall be approved at the next succeeding Board meeting.~~

11.2.3 Appointed Directors. Appointed Directors (under Section 4.3 of these Regulations) are subject to all applicable laws and University policies including Ohio Ethics laws and related University policies. In the event of any conflict between such Ohio Ethics laws and University policies for Appointed Directors, the Ohio Ethics laws and University policies shall prevail and take priority over the conflict of interest procedures and provisions contained in this Section 11.2.

11.3 Compensation. Service by Elected Directors shall be strictly voluntary and such Elected Directors shall not receive compensation for their services to the Corporation as Directors.

11.4 Dissolution. The Corporation shall be dissolved only upon the affirmative vote of a majority of the total number of Directors then serving and with approval of two-thirds of the members of the Board of Trustees of Miami University voting at a regular meeting of the Board of Trustees of Miami University.

Upon dissolution, all of its property of whatever nature and wheresoever situated shall vest immediately and absolutely in Miami University, to be used in total for the purposes of Miami University, subject, however, to any and all limitations and conditions under which it is held by the Corporation at the time of dissolution.

ARTICLE XII: DEADLOCK

In the event of deadlock in the Directors' management of the corporate affairs, the provisions for the appointment of the provisional Director under Ohio Revised Code section 1702.521 shall be used to resolve the deadlock.

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ARTICLE XIII: SUPERSEDES PRIOR CODE OF REGULATIONS

This Amended and Restated Code of Regulations amends, restates and supersedes in the entirety all previous codes of regulations (regardless of how titled) and all prior resolutions by the Directors amending such codes of regulations. This Amended and Restated Code of Regulations shall be the only code of regulations of the Corporation and only may be amended, modified or restated only in accordance with the terms of these Regulations.

CERTIFICATE OF ADOPTION

The foregoing Amended and Restated Code of Regulations was duly adopted by the Board of Directors of the Corporation with the approval and consent of the Board of Trustees of Miami University ~~Foundation~~ effective as of the _____ day of _____, ~~2009~~2013

Secretary Signature

Printed Name: _____

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1/31/2009

Board of Trustees Report
Debra Allison, VP for IT and CIO
June 21, 2013

As I prepare my final report to you and hand the leadership of IT at Miami off to capable new hands, I am pleased to say that I feel the organization is poised to meld the expertise gained from the Accenture engagement with the new 2020 vision. The results will create and facilitate the transformations required to meet higher education's new realities while maintaining the excellence that is Miami's key distinguishing feature.

State-wide Microsoft Contract:

Miami joined seven other IUC schools in signing a new contract with Microsoft that has been heralded as a "landmark" contract for higher education. Peggy Sander, Miami's licensing and acquisitions coordinator, co-chaired the negotiation team in consultation with the IUC CIOs. With funding from the Student Technology Fee, this contract will provide each registered Miami student with the Office software suite and the Windows operating system free of charge.

This five-year agreement provides annual flexibility. In the first year Miami, Ohio State, Wright State, University of Cincinnati, Central State, Toledo, Akron and Shawnee State are participating. Other IUC schools have indicated they will join the shared contract as their individual contracts expire. One of the landmark aspects we negotiated is availability to all educational institutions in Ohio – public and private, K-12 and higher education.

New Emergency Call Box System:

IT Services is partnering with Physical Facilities to place new emergency call boxes in outdoor locations on the Oxford campus. These boxes contact the MU Police Department at the touch of a button in case of emergency and will also broadcast alerts and extend wireless coverage. The first phase will replace six call boxes in locations that will maximize campus coverage. Additional replacements will occur as funds are available.

Student Technology Fee Competitive Funds:

Sixty proposals requesting a total of \$959K were received for competitive proposal funding. A committee of 16 faculty, staff and students reviewed the proposals and recommended funding for 39 of them, resulting in awards totaling \$535K. These awards are expected to benefit students in their use of technology in all academic divisions and in some co-curricular uses as well.

PCI Compliance:

We are very near our goal of 100% compliance with the Payment Card Industries standards. Remaining is the interface with the gas pump at the University Airport. Internal Auditing is currently reviewing the compliance audit and we should be officially 100% compliant by the time the fall semester begins.

Preparing for eLearning:

With the eLAC committee working to shape Miami's strategy for online learning, IT Services has been seeking to gain knowledge and pave the way in terms of ensuring the required technology infrastructure is in place or easily provisioned. Major pieces of this preparation have included:

- Creating a long-range network financial plan to ensure sustainability of this critical university resource
- Participating in two national eText pilots
- Roll out of the WebEx web conferencing/collaboration service
- Implementation of Google Apps for Education
- Pilot of lecture capture software
- Relocation of instructional design staff and research support staff to Academic Affairs to better leverage dispersed faculty support staff

Additional work likely to be needed as the strategy is clearer:

- Improvement of online password management
- 24/7 student support
- Mobility services – for both administrative and academic needs
- Authentication/identity management
- Review of current LMS (Sakai)
- Impact of online students on software license agreements

Retrospective:

Looking back over my five and one half years as vice president, I see a variety of accomplishments that have made both strategic, broad advances in information technology at Miami, as well as small, specific changes – all of which furthered the mission of providing the best undergraduate education. While most of my years have been focused on budget reductions, the list of new services and accomplishments achieved during this tenure shows just how central technology is to the University.

Some highlights I would like to note are as follows:

- Grew the Campus Partnership model of end-user support by over 80%, serving nearly 100% of administrative offices
- Facilitated a faculty selection of a new learning management system and implemented their recommended solution, the Sakai Collaborative Learning Environment
- Deployed business intelligence tools to the University via the Institutional Analytics initiative, including significant support for new academic revenue and budgetary models, with enrollment and retention support underway
- Deployed VoIP telephony to all campuses – Ohio and abroad – to provide modern voice communication services and reduce costs
- Exceeded the data center virtualization goals of reducing power consumption and floor space, thereby reducing costs and extending the life of the data center (4,956 kWh/day today; otherwise would be about 11,500 kWh/day without virtualization,

- which would have significantly exceeded the power and cooling capacity of the data center).
- Moved students and faculty/staff from hosted Exchange to Google Apps for Education, providing collaboration tools for enhanced communication in teaching, learning, research and administration
 - Decommissioned the Novell network operating system, an outdated technology
 - Implemented BigPrint consolidated office and lab printing for cost savings and service improvements
 - Coordinated and grew eText accessibility services for students with visual disabilities
 - Improved the web infrastructure in support of the University's strategic web presence initiative
 - Implemented a new web portal to enable more reliable and flexible service
 - Created and deployed myMiami portal for Families, providing students the ability to designate individuals to access FERPA-protected data such as bills, grades, etc. online
 - Grew employee services online to provide increased convenience and service availability
 - Upgraded the RedHawk research computing cluster to improve support for student and faculty research
 - And finally, achieved these accomplishments while reducing the IT Services E&G budget by 18% and the staffing levels by 30% since FY08.

Thank you for the opportunity to serve Miami University and its students, faculty and staff. It has been an enormous privilege to do so. As I continue to fulfill my term as EDUCAUSE Board chair and then another year as a Board member, I also look forward to continuing to serve Miami University and the higher education community in a volunteer capacity.

Vice President's Report

Tom Herbert

Vice President for University
Advancement

Topics

The Miami University Campaign For Love and Honor

- Fiscal Year Cash Numbers to date
- Fiscal Year Campaign Update
- Advancement Initiatives Update
- Facility Update
- Challenges

Fiscal Year Numbers

The Miami University Campaign For Love and Honor



Total Cash Received

The Miami University Campaign For Love and Honor

<u>FY12</u>	<u>FY13*</u>	<u>3-year avg</u>	<u>5-year avg</u>
\$34.7m	\$31.0m	\$31.6m	\$29.4m

- * As of June 11, 2013
- * June Miami Fund solicitation mailing not included
- * \$1 million pledge payment to be received in June not included
- * Many campaign pledges now paid off

Cash to Annual Fund

The Miami University Campaign For Love and Honor

<u>FY12</u>	<u>FY13*</u>	<u>3-year avg</u>	<u>5-year avg</u>
\$4.25m	\$3.73m	\$3.99m	\$3.78m

* As of June 11, 2013

* \$3.8 million as of May 31, 2012

* Fiscal Year year-end Miami Fund solicitation mailing to drop in June

Cash Received via Planned Giving

The Miami University Campaign For Love and Honor

<u>FY12</u>	<u>FY13*</u>	<u>3-year avg</u>	<u>5-year avg</u>
\$2.8m	\$1.8m	\$2.3m	\$3.0m

* As of May 31, 2013

* \$1.3 million as of May 31, 2012

* 88 new Planned Gift commitments booked so far in FY13 versus 54 in all of FY12

Alumni Participation Rate

The Miami University Campaign For Love and Honor

Miami University	18%*
Public Schools	9.9%
Private Schools	20.2%
All Schools	12.4%

* for CY12 (as of Dec 31, 2012)

* FY13 numbers available after June 30, 2013 –
projected to be 19%

Campaign Update

The Miami University Campaign For Love and Honor

- Status



Campaign Update - Total

The Miami University Campaign For Love and Honor

Gifts Formally Booked

as of June 11, 2013:

\$500.7 million

Campaign Update - \$30 million Gift Pyramid

The Miami University Campaign For Love and Honor

<u>Gift Amount</u>	<u># Gifts Needed</u>	<u>#Gifts Closed</u>	<u>#Prospects Needed</u>	<u>#Prospects Identified</u>	<u>\$Needed Per Level</u>	<u>\$Closed Per Level</u>
\$5m +	3	0	12	13	\$15m	\$0
\$1m	7	4	30	32	\$7m	\$4.6m
\$250k	12-15	19	36-45	many	\$3-\$4m	\$8.9m
\$100k	many	many	many	many	\$5m	\$5.4m

Current Gift Chart with just gifts formally booked

Advancement Initiatives

The Miami University Campaign

For Love and Honor



Advancement Initiatives

The Miami University Campaign For Love and Honor

- Focus Staff Performance
- New Programs
- Enhanced Stewardship
- Enhanced Alumni Programming

Advancement Initiatives

The Miami University Campaign For Love and Honor

- **Refined Marketing**
- **Foundation Board Development**
- **Post-Campaign Preparation**

Advancement Initiatives - Staff Performance

The Miami University Campaign For Love and Honor

- **Adjusted Metrics**
 - **New Metrics Developed**

- **Staff Evaluation and Retention**
 - **Bonus Plan Developed**

Advancement Initiatives - New Programs

The Miami University Campaign For Love and Honor

- **Annual Fund Match**
 - In place; focused on growing new Annual Fund donors
- **Scholarship Fund Match**
 - Developing marketing with Michael Kabbaz
- **Enhanced Student Fundraising**
 - Senior Class Gift match resulted in highest participation ever at 37.5% to date. (*2012 it was 29.56%*)

Advancement Initiatives - New Programs

The Miami University Campaign For Love and Honor

- **Enhanced Corporate and Foundation Program**
 - Consultant Review and additional staff hired
- **Enhanced Parent Programming**
 - Plan developed and additional resources committed
- **Women's Colloquium**
 - Plan developed; involving our campaign consultant

Advancement Initiatives - Enhanced Stewardship

The Miami University Campaign For Love and Honor

- **Post Campaign Platform**
 - Developing Customized Stewardship Plans for Top Campaign Donors
 - Creating Giving Club Levels – More Prominent
 - SDOs and DOs preparing for a “thank-you tour”
 - Planning to involve Foundation Board
 - Visits, phone calls, thank-you notes
 - Continuing to hosting small, intimate events which will thank high end donors

Advancement Initiatives - Alumni Programs

The Miami University Campaign For Love and Honor

- Stretch Ourselves “Beyond the Tent”



Advancement Initiatives - Alumni Programs

The Miami University Campaign For Love and Honor

- **Webinar/Podcast Outreach**
- **Enhance Reunion Experience**
- **More Aggressive in Cincinnati, Louisville**
- **Focus on “Creative Ideas”**
 - **Winter College on the water**
 - **Hosting “Premier Parties” for The Butler**
 - **Distribute Miami Flags to all at Alumni Weekend**

Advancement Initiatives - Refined Marketing

The Miami University Campaign For Love and Honor

- Always Focus on *Sharper Messaging*
- Developing “Match Marketing”
 - Endowed Faculty Match
 - Endowed Scholarship Match
 - Annual Fund Match
- Developing End of Campaign Messaging
 - Humanize Campaign Impact

Advancement Initiatives - Foundation Board Development

The Miami University Campaign For Love and Honor

- **Move to 25 Members**
 - Adding one new member
- **Deeply Involve in Fundraising and Stewardship Efforts**
 - Small dinners and events
- **Assess New Potential Oversight**
 - Risk Management – in process
- **Adding Student Representation**
 - MUSF Chair and Senior Class Gift Chair

Advancement Initiatives - Post-Campaign Preparation

The Miami University Campaign For Love and Honor

- **Execute Campaign Celebration and Armstrong Student Center Dedication**
- **Fully Develop Post-Campaign Fundraising Plan**



Upgrade our Physical Facilities

The Miami University Campaign

For Love and Honor

- **Murstein is our “front door” for alumni & donors**
 - **Upgrades within the building**
 - New carpet and pictures and furniture
 - Renovating Climer Lodge
 - More to come
 - **Upgrades to outdoor spaces**
 - Privacy fence
 - Climer entrance
 - Back patio and awning
 - Flower beds

Challenges

The Miami University Campaign For Love and Honor

- **FSB Dean search**
 - SDO hire on hold until position filled
- **New Athletic Director**
 - SDO hire completed
- **Student Affairs Vice President Search**
- **School of Creative Arts Dean Search**
- **Centralization of IT Services**
 - New VP for IT

Thank you!

