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**MIAMI UNIVERSITY  
 BOARD OF TRUSTEES  
 Oxford Campus  
 Minutes of the Board of Trustees Meeting  
 Marcum Conference Center, Rooms 180-186  
 Friday, May 1, 2015**

The Secretary to the Board of Trustees 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 Conference Center, on the Oxford Campus with the Board Chair, Mr. David Budig, presiding. The roll was called with a majority of Trustees present, constituting a quorum. In addition to the Board members; President David Hodge, Provost Phyllis Callahan, Senior Vice President David Creamer, and Vice Presidents Jayne Brownell, Thomas Herbert, Michael Kabbaz and J. Peter Natale were also present; as were; Robin Parker, General Counsel; and Ted Pickerill Secretary to the Board of Trustees. Members of the faculty, staff, student body and community were also in attendance.

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

Absent: None

**Public Study Session**

The meeting began with an amendment to the agenda to incorporate several changes which had occurred following the original distribution.

Trustee Shroder moved, Trustee Mitchell seconded and by unanimous voice vote, the agenda was amended to include:

- A resolution regarding a Bachelor of Science in Applied Communications,
- A resolution regarding a Master of Science in Criminal Justice,
- A resolution affirming the appointment of Michael Dantley as Dean of the College of Education, Health and Society,
- The removal of a resolution awarding tenure,
- The addition of a public study topic on residence hall site selection,
- And, moving consideration of the Regional Campus resolution to earlier in the agenda.

## **Regional Campus Task Force and Process Committee**

Chair David Budig introduced the topic, relaying the desire to empower the Regional Campuses to best meet the needs of our students and the region.

Dean Jim Oris, Chair of the Process Committee then delivered the final report of the Process Committee's deliberations. He began by highlighting the membership of the committee and its broad representation of the university and all of its campuses.

Dean Oris next spoke of the Committee's process, which included adherence to Senate Resolution 14-01, and a commitment to inclusion and transparency, which provided opportunities for public feedback, and use of a website to provide public access to all agendas, minutes and committee documents. The committee was committed to the use of consensus rather than majority vote for decision making, and the report notes any occasion when consensus was not obtained.

Dean Oris then reviewed the charge to the committee, and its overarching considerations. He next outlined the Committee's final report and recommendations. The full report, along with Dean Oris' PowerPoint presentation can be found in Attachment A.

## **Residence Hall Site Selection**

Dr. Creamer provided background on financial challenges facing Miami University, the response to those challenges and the importance of affordability.

He explained how Miami has developed several new enrollment strategies, some of which are significant in regard to the way enrollment is approached today. For many years, Miami thought of enrollment only as changes in the incoming class; today it is not just the incoming class, but international enrollments, the ACE Program, the TOP pathway from the Regionals to Oxford, as well as other paths. Historically, a class of 3,400 – 3,450 students would have been typical for Miami; this fall, based upon planning it is about 4,000 students. A change that has occurred over only a few years.

The residence hall plan was developed to address approximately \$650 million dollars in deferred maintenance and expected 7,100 students would be living on the Oxford campus when at full capacity. This past fall, there were 7,535 students living on campus. To address this additional demand, several tactical changes have been implemented such as; adding triples, which also makes the cost of living on-campus more affordable; adding additional beds at the former dining facility on the East Quad; and through an addition to the North Quad project; but this fall there will still be a bed shortage of more than 140 beds. To continue to deal with the issue of affordability, and to make sure the additional enrollment demand can be accommodated, the residence halls must be expanded.

To do this, Miami must be thoughtful about every expense added to the project, so a great deal of care and thought has gone into what's the best place to locate a new facility, and what's

the best way to do that in a manner that will be most affordable for our students while best meeting their needs.

Associate Vice President Cody Powell then provided information on the selection of the Patterson Place location as the site for a residence hall to be completed by Fall 2017.

Mr. Powell highlighted the current campus plan, and the evolution of the campus over the past several years. He emphasized that such changes to the campus are made through a very careful campus planning approach. He then presented a map of the Oxford campus which included possible sites for future buildings of various types on campus.

He informed the Committee that the campus plan is an evolving document and is guided by several other University plans, which include the heritage plan, a utility master plan, a long-range residential housing master plan, and a long-range circulation plan. All of these planning documents help to inform facility changes and guide university decisions about what to maintain and change as the campus evolves over time.

Mr. Powell then outlined the construction of new residence halls and the renovation of existing residence halls over the past several years. He stated the University is now faced with increased housing demand, which creates the need for an additional residence hall by Fall of 2017. Faced with this need, the process to identify potential sites was undertaken.

The process began by defining the requirements. The first expectation was that additional beds were needed by Fall 2017, and that a minimum of 300 beds are required. Mr. Powell then reviewed several possible sites, including the Old Manse area, Withrow Court, a location near the baseball field, the band practice field, a site near Symmes Hall, Thompson Hall, and an area north of Peabody Hall. Some difficulties with these locations include; in some cases, being too small to support a 300 bed building, poor soil conditions for construction, insufficient dining capacity, utility concerns and access, proximity/access to center of campus, and the challenge of relocating any current activities or current use of these locations quickly enough to allow construction to begin in time to meet a Fall 2017 completion date.

He then discussed the Patterson Place location. This location is able to support a Fall 2017 completion date; it is large enough to accommodate a 300 bed residence hall; it can be tied in to existing utilities and the Western Campus geothermal system; and will also help facilitate tying in neighboring buildings in that area, and ample dining capacity is readily available.

During this process, as it became clear that Patterson Place was the location which best met all needs and goals, it was still a difficult decision to recommend. Facilities planning considers itself the steward of the campus so there was much debate and discussion. The university architects examined what must be preserved with the site, and some of the more important items were the green space and proposed setback from US 27.

Mr. Powell's presentation can be found in Attachment B.

Following Mr. Powell's presentation, Dr. Creamer added that today's request was to proceed with pre-construction services, and a final recommendation and another resolution would be required before construction could begin. He added there are also additional steps required, one of which is the internal processes followed, and he stated they had already reached out to the Chair of the Campus Planning Committee. Another step also in progress, is working closely with the Western College Alumnae Association to relocate them, and that this would also be a part of any recommendation that would come back to the Board at the June meeting.

### **Public Business Session**

#### **Comments from the Public**

There were several requests from the public to address the Board regarding various topics.

#### **Regional Campuses**

Mr. Kenny Craig, President/CEO of the Greater Hamilton Chamber of Commerce, and Rick Pearce, President/CEO at The Chamber of Commerce - Serving Middletown, Monroe and Trenton, each expressed their thanks for involving the community in the process, and spoke with regard to the Regional Campos Process Committee report, offering many comments, which included:

Mr. Craig saying he is supportive the Committee's stated recommendations, which have addressed most of their concerns, and he plans to stay in communication with the university as the changes are implemented and concerns addressed.

Mr. Pearce stated the proposed system will better enable the Regionals to meet the needs of an ever-changing business environment, and to grow their student population, helping build a strong and vibrant community.

#### **East Chestnut Street**

Ms. Carol Michael, Oxford resident and faculty member, spoke in opposition of possible parking lot construction on East Chestnut Street, which she stated will remove green space and change the look of this entryway to the Oxford campus. Should construction proceed she offered several suggestions to consider. She also advocated for the preservation of Patterson Hall.

#### **AAUP Advocacy Chapter**

Professor Madelyn Detloff and Professor Carl Dahlman informed the Board of the launch of an American Association of University Professors (AAUP) advocacy chapter at Miami University. They also shared with the Board a written copy of the remarks of Professor Karen Dawisha and Professor Keith Tuma at the launch of Miami's AAUP advocacy chapter on April 29, 2015. Professor Detloff also advocated for the preservation of Patterson Hall.

## **Patterson Place**

Several members of the community spoke to advocate for the preservation of Patterson Place, they include:

Dr. Robert Johnson, Professor Emeritus  
 Dr. Susan Kay, Professor Emerita, Oxford Planning Commission  
 Professor Tom Dutton  
 Dr. Donald A. Daiker, Professor Emeritus  
 Mr. Stephen Gordon, Administrator, McGuffey Museum

Several of the speakers provided the Board with written copies of their remarks and Professor Dutton read a petition, with approximately 400 signatures, a written copy of which was provided to the Board.

The speakers addressed many aspects of the decision, some of which include the history of the building, a desire to preserve the beauty and look of the Oxford campus, community relations, the process followed, and the impact on moral.

Dr. Kay also spoke of the university governance system.

Chair Budig thanked those who had provided their comments, saying the objective of the Board is to listen to all thoughts, concerns and recommendations and make informed decisions that will be of the greatest benefit to Miami University and Miami's students. He also stated the many letters and emails to the Board were shared with all Trustees.

### **Approval of the Minutes of the Prior Meeting**

Trustee Ridenour moved, Trustee Bhati seconded, and by voice vote the minutes of the February 20, 2015 meeting of the Board of Trustees meeting were unanimously approved.

### **Consent Calendar**

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

### **Designation of Emerita/Emeritus**

#### **RESOLUTION R2015-34**

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:

Kathleen Hutchinson Marron  
 Speech Pathology & Audiology

Lynn Olzak  
Psychology

Margaret Wright  
Psychology

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

Gary Peterson  
Family Studies & Social Work

Jerome Rosenberg  
English

Raymond Gorman  
Office of the Provost  
Finance

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:

Rosalyn Benson  
College of Creative Arts

Claudia Scott-Pavaloff  
College of Arts & Science

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

Elizabeth Brice  
University Libraries

### **Campus Naming**

#### **RESOLUTION R2015-35**

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

#### **David and Anita Dauch Indoor Sports Center**

The naming of the new indoor sports center is in recognition of a leadership gift from David Dauch '86 and his wife, Anita.

## Comments by the Chair

Chair David Budig relaying the following information:

Good morning, and welcome to this meeting of Miami University's Board of Trustees. Thank you once again to Dean Oris, to the members of the Process Committee, and to the many students, faculty, staff, and community members who provided their thoughts and input throughout this process. We will consider a resolution to begin implementation later on during today's meeting.

Much has occurred since our last meeting, one being a very unique collaboration between Miami and Mercy Health – Cincinnati. This alliance formed the Miami University-Mercy Health affiliation to collaborate on academic initiatives, to provide sports medicine services and to sponsor a student-athlete sports medicine and rehabilitation center. This partnership can provide educational initiatives such as sponsored research and internships for Oxford and Regional campus students. In addition, Mercy Health will become the University's exclusive provider of sports medicine and rehabilitation services for Miami varsity sports, club sports and recreational-intramural sports.

Personally, I was privileged to attend one of Miami's signature semi-annual events, the Janus Forum. The Janus Forum is a concept very much in keeping with Miami values and I Am Miami. The forum brings together world renowned experts on both sides to debate timely issues, in an engaging, civilized and respectful discussion, and it is an opportunity which should not be missed. The Spring forum featured Nicholas Burns and Frances Fragos Townsend discussing terrorism and U.S. safety, making for an exceptionally informative and enjoyable evening.

I would like to take this opportunity to thank Dean Susan Mosley-Howard for her many years of service to Miami University. Her dedication, commitment and leadership is greatly appreciated and will continue to be felt for many years to come. Later today, we look forward to considering her resolution of appreciation.

As Dean Mosley-Howard retires, we are pleased to welcome back Dr. Michael Dantley as the new Dean of the College of Education, Health and Society. Dean Dantley comes to us from Loyola University Chicago, but prior to that we know him from his many years of exceptional service at Miami University.

On a personal note, I am looking forward to graduation later this month. As a Miami father, I am tremendously proud that my son Quinn will be joining his older brother Max and myself as a Miami graduate. So as the Class of 2019 arrives in the Fall, we not only look forward to welcoming what Michal Kabbaz tells us will be an exceptional class, and a wonderful start to Miami's two hundred and seventh year, but to also welcoming the families of our new students who will soon experience the special pride that comes with being a Miami parent.

In closing, I wanted to acknowledge one current Board member and two former Board members on some exciting news.

Congratulations to Dennis Lieberman who today will receive the 2015 Gideon Lifetime Achievement Award for his decades-long commitment to the indigent defendants of Montgomery County and representing them with professionalism, courtesy and integrity.

Additionally, Graham Bowling, who was one of our two student Trustees this past year, is a 2016-2017 Fulbright Scholar recipient. This is a tremendous honor for Graham and we congratulate him on this accomplishment.

And finally, today is a very special day at Miami as it is "Don Crain Day." As you all know, Don came off of the Board of Trustees this past March after extraordinary service to Miami and his presence is missed at our meeting today. I hope you will all join us this afternoon at the Miami-Eastern Michigan baseball game where Don will throw out the honorary first pitch.

## **Reports, Ordinances and Resolutions**

### **President's Report**

Miami University President Hodge relayed the following information:

First of all, let me add my thanks to the speakers today. We've talked about some very difficult subjects and I think the straight talk today was very important in helping the Board. Let me also start by congratulating Graham Bowling; terrific to be a Fulbright Award winner; Nicole Smith joins him in that and we have alternates Anna Borchers and Kimberly Forster. And we also had a Goldwater winner again this year, junior, Maeve Metz. Now this is an especially important award as there are only 260 given nationally and so to consistently win these is a great reflection on the quality of our students and the relationships that they have with faculty. Part of the award is based on the undergraduate research that they do, and I'll return to that in just a moment. Another quick thing that I want to brag about is our Mock Trial Team which took third in the nationals this year, falling behind only Harvard and Berkeley.

I too want to stress the importance of the Mercy agreement; one of our three Foundational Goals is to create effective partnerships. This is terribly important for providing opportunities for our students, for engaging our community in meaningful ways; providing avenues for our faculty to be involved in research and other leadership opportunities with one of the State's largest employers. And one of the advantages of this is because they have multiple sites all around the state; our students, who live all across the state and elsewhere, will have additional access opportunities that they might not otherwise have had.

These last few weeks, Valerie and I have had the joy of hosting nearly all of our newly promoted faculty; those who have gone from Assistant to Associate with tenure and those from Associate to Full. And I just want to say that in the spirit of what Madeline Detloff observed about our faculty it is absolutely true - these folks are creative, they're absolutely dedicated to the Teacher-Scholar model, they care deeply about what happens to their students, have really creative and impactful research; their intellectual strength, their commitment, their spirit, clearly is the future of the University and I could not be more proud to have them here.

Admissions has had a spectacular year again. What I heard repeatedly from parents and from accepted students is the incredible reception they had across the University. From the staff and faculty that they encountered early on, to student questions, to the care that everybody gave to them; it was a consistent message that talked about the special nature of Miami; the clear personal touch; the clear way in which our faculty and staff connect to our students, it's just absolutely wonderful.

One program in particular I wanted to highlight is our Academic Scholars Program. This is a program in addition to Honors, to help Miami to not only attract some of the very best students - and the academic profile of these students is just off the charts - but to also engage them in a particularly meaningful way. Our unifying goal for the Miami 2020 Plan is to promote a vibrant learning and discovery environment, and in the Academic Scholars Program, that is precisely what we have. We take these incredibly accomplished individuals who have a particular interest, create a cohort, add some faculty mentoring, and all of a sudden we have a blossoming of this intellectual environment that's even more deeply engaging than we've been able to achieve before. It's truly a hallmark of where we're going in terms of the recruitment of students.

At the other end of things, we have Commencement coming up. We are having Bonnie St. John here as our commencement speaker and we're very proud of that. When we think about graduation, it's all about the success of our students, and we were very happy to see a few weeks ago the results of our survey from last year's graduates where 97.6 percent of the Oxford graduates had a job or were continuing their education and over 88 percent of our regional campus graduates had a job or were continuing their education. Those are really remarkable numbers compared to the national average and speak greatly to Miami. But I wanted to share with you on a more personal level, what this means to individuals and the reflection that it has on the quality of their experience here and especially the impact of the faculty on them. So this was a letter from a student who was in the SLAM Program.

Dr. Chase, great to hear from you. I believe my hire made me the 10<sup>th</sup> or 11<sup>th</sup> Miami Alum in the Chicago Cubs current front office. Some Michigan State people were upset that the RedHawks have taken over the top spot for most employees with the Cubs. Hope everything is going well in Oxford; I miss walking through Phillips Hall dearly.

My experience at Miami University was both memorable and extremely beneficial. The education I received as a SLAM major has already provided me with an edge over my peers in the sports industry. The knowledge I was given by the SLAM professors has been used every day since I began. I have been amazed at two things since graduation; the high regard for Miami University and the extensive RedHawk network.

The next is a note from the mother of two student athletes, she states:

I have to update you on my boys and their continued connection to Miami. One just completed his first year of Law School at Notre Dame; he obtained an

internship this summer with the NCAA. The other was accepted into a one year Master's in Finance program at the University of Rochester. It's an elite program that only accepts 150 students; he was one of those students selected. Remember, I told you those boys were just regular students with average ACT scores; but Miami gave them the confidence and the training to excel.

I think those are two very nice statements that reflect on a very personal level what we see here every day.

I'd like to conclude my remarks by coming back to a theme that I mentioned earlier, undergraduate research. We had the Undergraduate Research Forum again this year, and it was a tremendous success! Hundreds of undergraduate students with their posters, and oral presentations were deeply engaged in asking meaningful questions, and working collaboratively with others. One of the interesting things about the forum is that it is not only about helping our students ask good research questions and being able to work with others; but it's also about being able to communicate effectively. The posters are part of that communication and so too is the interaction we have when I walk up to the poster and say, "Tell what this is all about." I will confess that in many instances there were a lot words that just flew right by; but I couldn't help but be impressed by the passion and the caring and the logic with which they delivered that.

So I'd like to end with us thinking about the impact of undergraduate research on our university and on our students and on our faculty who are involved in this Teacher-Scholar model, by reading a letter that I received from one of the presenters there. And if you'll forgive me, I want to read it; I tried to edit it down, but she writes so many wonderful and insightful things that I think are important for us to hear. She states:

I am to graduate in May with my Bachelors of Science degree in Kinesiology & Health; I was able to finish this degree in three years. Immediately following the EHS divisional ceremony, I will be moving to Athens to pursue my doctorate of Physical Therapy at Ohio University. (Forgive me for my choice in graduate school, Love & Honor forever!)

On May 18th I will be pursuing my ultimate dream and I could not have done it without the support and excellent experience I had at Miami. I began research Fall semester of my second year with Dr. William Berg, Department of Kinesiology & Health. The next semester, I took a much larger role; I then stayed this past summer and participated in the Undergraduate Summer Scholars. Fall semester this year, I presented at a regional conference as I helped to write an article I hope to have published in the next year or so. I also began a research project with a local physical therapist and Dr. Berg, focusing on a more physical therapy-related research question. The way in which Dr. Berg has allowed me to push the limits of the scope of my knowledge through this project has been truly wonderful; I have never been tested in such a rewarding manner. To begin original research in which I had to build a project from the ground up, directly related to physical therapy, before I ever set foot in graduate school, is enormous. Because of dedicated faculty and staff at Miami I have been able to produce

something that I am proud of that over the next few years could affect the way physical therapists treat their patients.

Undergraduate research has been a driving force in my life for the past two years. Without the support of the Office of Undergraduate Research and funding from sources within Miami, I never would have learned as much as I have in such a hands-on experience. I was able to talk about these experiences in my application to graduate school and during interviews. I have so much passion about my experience that I cannot thank you enough for the support you have provided. I can only plead to you to keep those resources open for future students and continue to support undergraduate research. It is truly a huge, wonderful learning tool and my favorite part of my Miami experience, and I have many.

Love and Honor.

### **Report of the Chair of University Senate Executive Committee**

Dr. Bryan Marshall, Chair of the University Senate Executive Committee, addressed the Board. He stated the Senate had accomplished a great deal, highlighting the two degree programs; the Bachelor of Science in Health Communications and the Master of Science in Criminal Justice, both of which are recommended for approval. The Senate also considered the Regional Campus Process Committee report, which was supported by the Senate with three concerns, which are included in their resolution.

Dr. Marshall then thanked the Regional Process Committee for the very transparent, deliberate and engaging manner they conducted the process; even to the point of moving the time of a public meeting to allow the Senate to attend.

He concluded his remarks by informing the Board that the next Chair of the Senate Executive Committee would be Professor Abdoulaye Saine

### **Report of the Student Body President**

Cole Tyman, outgoing Student Body President, addressed the Board, informing the Board of many recent events, such as the dance marathon, Putting On the Hits, the It's On Us campaign, and the annual alcohol forum to receive information on risks and staying safe. He highlighted spring break opportunities, such as the trip to meet with Legislators. He congratulated several student groups and teams for their success, and he also described a new ASG position to advocate with governments on behalf of students, and described several ASG initiatives.

Cole then introduced Joey Parizek, the new Student Body President.

## **Regional Campus Resolution**

President Hodge spoke in support of the resolution, relaying some history of the process, including 2008 when the state shifted the focus of regional campuses from two-year to four-year degrees.

He highlighted one area where the Committee did not come to consensus, which was whether the Regional Campuses' structure should be semi-autonomous or if it should be like an Oxford division; the resolution states it will be semi-autonomous.

He also spoke to the University Senate's three concerns, stating that for existing faculty whose primary appointment is in Oxford that can remain the case, they are grandfathered in, and will be granted dual appointment status. New faculty will be appointed on the Regional Campuses, with opportunities and encouragement for academic affiliation and research collaboration with their colleagues in Oxford.

For the notation of campus location on University transcripts and diplomas, the resolution follows the recommendation of the Process Committee in having divisional distinctions remain on the diplomas as they are now; but renaming the Regional Campuses with a broad name that encompasses the locations as well as all of the programs offered there.

Regarding the adequacy of a single division to encompass all degree programs. He stated it may be that in the future, the success of the Regional Campuses will result in a growth of the number of students, and the number of programs, such that more complexity in the bureaucracy is needed. But right now, the goal is to keep the bureaucracy as streamlined as possible, so the single division provides a unity of focus which should help the Regional Campuses move forward.

He mentioned discussions with the community, then concluded by stating what is created through this resolution is a semi-autonomous unit in which there are parallel functions, but a unit that is deeply embedded in Miami. Everything from the Miami Plan, to the Miami name, to the ability of students to move from the Regional Campus to the Oxford campus or to swirl between the campuses, all of those will serve to strengthen the possibilities of the students on the Regional Campuses. At the end of the day, that's what this is all about; making sure that the students have the greatest number of opportunities and the best pathway to success.

Trustee Ridenour then moved, Trustee Mitchell seconded, and by unanimous voice vote, the resolution was approved.

## RESOLUTION R2015-36

WHEREAS, in 1966, Miami University joined with the Middletown community to found Miami University Middletown, the first regional campus within the Ohio public university system, and

WHEREAS, in 1968, Miami University joined with the Hamilton community to found Miami University Hamilton, and

WHEREAS, Miami University Middletown and Hamilton, (hereinafter Regional Campuses) were both founded to enhance access to higher education, and to meet the needs of their regional communities originally offering a two year curriculum and opportunities for continuing education, and

WHEREAS, the, needs of the State of Ohio and its communities, the landscape of higher education, and the needs of our students are ever evolving, and

WHEREAS, in 2008, to adapt to changes in higher education and the needs of Ohio's citizens, the Chancellor of the Ohio Board of Regents called for Ohio's regional campuses to focus on providing baccalaureate degrees, and

WHEREAS, to better meet the baccalaureate degree focus, the needs of the region, and the needs of our students, Miami University consolidated the leadership of the Hamilton and Middletown campuses, and established the College of Professional Studies & Applied Sciences, and

WHEREAS, to continue the process to better enable the Regional Campuses to rapidly adapt to meet the needs of the regional communities and our students, a Task Force consisting of 13 faculty, administrative staff and students from all Miami campuses was appointed in 2014 to explore the options for a new intercampus organizational model, and thereafter a Regional Process Committee was appointed on December 1, 2014 consisting of 17 persons representing faculty, administrative, classified and unclassified staff and students from Hamilton, Middletown and Oxford campuses and chaired by Associate Provost Dr. James Oris, and

WHEREAS, the report of the Task Force was a key element in the Regional Process Committee's work in developing and proposing a plan for the continuing evolution of the Regional Campuses into a more distinct and fiscally viable unit that embraces and advances its emerging identity as a baccalaureate-centered institution, and

WHEREAS, the final report of the Regional Process Committee was issued on April 13, 2015, and presented to University Senate on April 20, 2015 and

WHEREAS, University Senate, after consideration of the report, offered their support while voicing three areas of concern for consideration:

- the nature of new and current faculty appointments and their relationship to new and existing departments and programs,
- the notation of campus location on transcripts and diplomas, and
- the adequacy of a single division to encompass all degree programs.

NOW, THEREFORE BE IT RESOLVED: the final report of the Process Committee and the advice of Senate is hereby received by the Board with its deep gratitude and most sincere thanks for the hard work of the Regional Process Committee and diligent consideration of the issues by University Senate.

BE IT FURTHER RESOLVED: the Board affirms the University's commitment to the success of the Regional Campuses and the Miami University faculty and staff working on those campuses, and to being one great university with two great options.

BE IT FURTHER RESOLVED: the Board charges the President and Provost to take such actions as are appropriate and necessary to continue the evolution of the Regional Campuses as recommended by the Process Committee into a more distinct, impactful, and fiscally viable, semi-autonomous unit reporting directly to the Provost and the President; including

- creating a Regional Campuses unit with a name that encompasses the locations as well as all of the programs offered there,
- whose faculty will be appointed, evaluated, promoted and tenured on the Regional Campuses (except for those existing faculty whose primary appointment is in Oxford, who will all be granted dual appointment status), with opportunities and encouragement for academic affiliation and research collaboration with Oxford campus academic departments, programs and faculty, and
- whose students are offered an increased number of four-year degree programs that meet their needs and the needs of the region.

BE IT FURTHER RESOLVED, the Provost and Executive Vice President for Academic Affairs is to begin implementation forthwith with the goal of full implementation by July 1, 2016, reporting progress towards this goal at the regularly scheduled Board of Trustees meetings of academic year 2015-2016.

## **Academic and Student Affairs Committee**

### **Report of the Committee Chair**

Committee Chair Bob Shroder relayed the following information:

The Academic and Student Affairs Committee met yesterday in Alumni Hall. The Committee considered three resolutions at the meeting; a Bachelors in Applied Communications, a Masters in Criminal Justice, both to be established on the Regional Campuses, and affirmation of the Appointment of Michael Dantley as Dean of the College of Education, Health and Society. The resolutions were endorsed by the Committee and are recommended for approval by the Board of Trustees at this meeting.

The Committee heard from Student Leaders, University Senate, and the Divisions of Academic Affairs, Student Affairs, and Enrollment Management and Student Success. The Committee received presentations on Career Services, Admissions, FY2016 planning, and the College of Creative Arts, along with several written reports, all of which will be available in the meeting minutes.

The Senate update included information on the proposed degrees, as well as information on the Senate's support for the Regional Process Committee report and recommendations, as well as the three concerns stated in their resolution and in the Regional Campus resolution we considered earlier today.

Career Services Director, Mike Goldman spoke of employers' need for talented workers, the Career Community Strategy to better enhance graduate success, and the post-graduation survey, which showed 97.6% of the FY2014 graduates are either employed or in graduate school. He also discussed the Ohio Means Internship Grant, and highlighted milestone accomplishments, such as the establishment of the freshman course, University Studies 101, and the introduction of interactive versions of Mapping Your Miami Journey, and Telling Your Story Booklets.

Interim Director of Admissions and Enrollment Communications Susan Schaurer provided the Committee with an Admissions update. The update showed a very strong applicant pool, with an impressive yield rate, resulting in a very solid number of commitments to attend Miami in the Fall. She also discussed the newly created Spring Admit Program, which offers admission to Oxford in late-January to students with a strong affinity to the University. In previous years, these students would not have been accepted at all, and this option provides an exceptional opportunity and a pathway for those students to attend Miami University.

Dean Mullenix updated the Committee on the College of Creative Arts. She outlined the goals of the college, some of which included recruitment of new students, sustained excellence, and growth. She also updated the Committee on Study Away, Study Abroad and Winter Term.

At the conclusion of the meeting, the Committee toured the Architecture Studios in Alumni Hall.

## **Resolutions**

### **Bachelor of Science in Health Communication**

Provost Callahan spoke in support of the two new degrees, explaining that they will be offered through the Regional Campuses and that the Master of Science degree in Criminal Justice will be available online.

Trustee Bhati then moved, Trustee Shroder seconded and by unanimous voice vote, the resolution for the Bachelor of Science degree was approved.

**RESOLUTION R2015-37**

BE IT RESOLVED: that the Board of Trustees hereby approves the establishment of a new Bachelor of Science degree program; the Bachelor of Science in Applied Communication: Health Communication, College of Professional Studies and Applied Sciences;

**Master of Science in Criminal Justice**

Trustee Mitchell then moved, Trustee Wilson seconded and by unanimous voice vote, the resolution for the Master of Science degree was approved.

**RESOLUTION R2015-38**

BE IT RESOLVED: that the Board of Trustees hereby approves the establishment of a new Master of Science degree program; the Master of Science in Criminal Justice, College of Professional Studies and Applied Sciences.

**Affirmation of Appointment, Dean Michael Dantley**

Provost Callahan spoke in support of the affirmation of Dr. Michael Dantley as Dean of the College of Education, health and Society.

Trustee Bhati then moved, Trustee Mitchell seconded, and by unanimous voice vote, the resolution was approved.

**RESOLUTION R2015-39**

BE IT RESOLVED: that the Board of Trustees hereby affirms the appointment of Dr. Michael Dantley as Dean, College of health, Education and Society effective June 15, 2015.

BE IT FURTHER RESOLVED: that the Board of Trustees also hereby approves the recommendation for the awarding of tenure to

Michael Dantley  
Professor  
Department of Educational Leadership

to also become effective on June 15, 2015.

**Finance and Audit Committee****Report of the Committee Chair**

Committee Chair Mark Ridenour relayed the following information:

The Finance and Audit Committee met yesterday in Roudebush Hall. The Committee

considered one ordinance, six resolutions and received several reports.

During the spring meeting each year, the Committee meets with the independent auditors to review the audit plan for the annual financial audit. While these meetings can sometimes be routine, the new pension liability standard, GASB 68, added to the significance of this year's planning discussion. This new standard will increase the University's long-term liabilities by about \$300 million and thereby reduce net assets by about 80%. While the University's immediate financial obligations as a result of this new liability will not change, such a large decrease in the University's unrestricted net assets may have some negative impact on future financial transactions such as the cost of future debt. The Committee will continue to monitor this issue and provide the Board with further information especially if any negative financial impacts from this change occur.

A significant portion of yesterday's meeting was devoted to the discussion of university facilities. The annual report on the condition of university facilities provided a reminder of the progress that has been made in addressing the huge deferred maintenance backlog that existed just a few years ago. While much progress has been made especially in regard to our residential facilities, a large backlog remains and for certain facilities continues to increase as the aging process continues. The regional campus and academic buildings on the Oxford campus were specific topics of discussion as the biennial capital appropriations are not large enough to offset the annual growth in the accumulated backlog for these buildings. One piece of good news is that the University is currently preparing its capital appropriation request for approval by the Trustees at the September meeting, and there is some optimism that there will be a capital appropriation bill considered in the Ohio General Assembly sometime next year.

Besides the preservation of existing university facilities, we also must contemplate how to adapt the campus and our buildings to the changing needs of the University and our students. In this new and challenging financial environment, the Committee has worked with the administration on enrollment growth strategies that are necessary for sufficient resource generation to offset modest or zero increases in tuition and state support. One of the outcomes of the enrollment growth is the need for additional residence hall beds. Later in this meeting you will be asked to consider preconstruction services that will lead to the construction of a 300 bed residence hall by the fall of 2017. Identifying a site that meets all of the requirements for this new residence hall has been difficult and has led to the preliminary recommendation that the site of Patterson Place be used for this new structure with the new residence hall to be named Patterson Place.

While the Board won't act on the site decision today, the Committee received an extensive review of the site analysis yesterday including the strengths and weaknesses of each potential site for this new building. In addition to the site analysis, the Trustees continue to receive and consider input from the community in opposition to building a residence hall on the proposed site. In this regard I want to thank those members of the community who addressed this issue during the public comment period this morning. The Trustees are also being provided all of the emails and letters that have been sent to them by the community about this recommendation and will weigh all of the input before a decision is made about a site for the new residence hall.

The Board of Trustees is especially appreciative of the Western College Alumnae Association's heart felt comments and thoughts on the impact of this action on their organization and their willingness to move next door to the Stillman-Kelly Studio if this action is eventually approved. Their long affiliation with the University and their philanthropic contributions to the University are valued and have led to many positive benefits for our students. Their current philanthropic effort, the Western Legacy Memorial project, is quite stunning for those of you who may not have seen a rendering of the project and will be a tremendous gathering place for students while serving to remind everyone who observes this outdoor site of the long rich history of the Western College.

Later in this meeting the Trustees will consider a resolution authorizing preconstruction services for the new residence hall. The Committee recommends the adoption of this resolution. The need for the new beds is necessary especially after receiving another very strong enrollment report for this fall. With the completion of these services and following input from the internal governance process, the project can be fully considered by the Board of Trustees in June assuming it continues to be recommended by the administration for approval. Lastly, I also want to thank Mr. Pickerill who has been extremely helpful in making sure the Trustees have been kept fully apprised of the public input about this project and has worked with those in the community to ensure they were able to address the Trustees during the public comment period earlier today.

In addition to pre-construction services for a new residence hall, the success of the fundraising campaign for a new athletic performance center means we need to move forward on this project. This resolution will allow this project to proceed towards the development of a total project cost and final approval at the June meeting. Yesterday the Committee recognized the significant role that the Gunlock Family and the Mercy Health Care System have played in this project and expressed their gratitude to both of these very special supporters of Miami University.

Also at yesterday's meeting, the Committee reviewed plans to refund the 2005 bond series and refinance these bonds through bonds with a significantly lower interest rate. The Committee also considered the annual miscellaneous fee ordinance, a utility easement and the quasi-endowment policy. While some modest fee increases are proposed, these requests were held to a minimum in recognition of the impact any fee increase, even modest ones, can have for students. The ordinance and all of these additional resolutions are recommended for your approval.

Finally, the Committee received two very informative reports from Tom Herbert on the state of advancement activities and Peter Natale on the state of information technology at the University.

## **Ordinances and Resolutions**

### **Ordinances**

#### **Miscellaneous Fees**

Dr. Creamer spoke in support of the Ordinance, explaining all requests were carefully examined to minimize the cost increase to students. Trustee Bhati then moved, Trustee Wilson seconded, and by unanimous roll call vote, the ordinance was approved with six Trustees voting in favor and none opposed (Trustee Lieberman had departed the meeting, and therefore did not vote, a quorum was maintained throughout the meeting).

#### **ORDINANCE R2015-3**

##### **Miscellaneous Fees**

Ordinance R2015-3 can be found as Attachment C.

### **Resolutions**

#### **Patterson Place Residence Hall**

Dr. Creamer spoke in favor of the resolution which would authorize the pre-construction phase of a residence hall with a proposed location at the current site of Patterson Place. The site selection was discussed earlier during the Public Study Session

Trustee Bhati then moved, Trustee Ridenour seconded and by unanimous voice vote, the resolution was approved.

#### **RESOLUTION R2015-40**

WHEREAS, the Housing Master Plan called for 7100 beds on the Oxford campus upon completion of the plan; and

WHEREAS, on-campus housing demand has continued to grow during implementation of the Housing Master Plan's first and second phases generating crowded overflow conditions and leasing of off-campus housing in excess of 100 beds; and

WHEREAS, a recent Housing Master Plan update anticipates a demand of 8000 beds by 2017 generating a shortfall of up to 500 beds on campus; and

WHEREAS, construction of a new residence hall is required to provide sufficient housing options by fall semester of 2017; and

WHEREAS, sufficient funds from previous bond sales exist to accomplish the construction of the proposed new residence hall; and

WHEREAS, Miami University has identified bond funds in the amount of \$3,500,000 to advance the design, cost estimating, early site development needs, and preconstruction services required to develop a Guaranteed Maximum Price (GMP); and

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

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of contract for the preconstruction phase of the Patterson Place Residence Hall project which includes planning, design, estimating and all related preconstruction services necessary to prepare the Guaranteed Maximum Price (GMP) for a budget not to exceed \$3,500,000.

Executive Summary  
for the  
New Residence Hall  
April 30, 2015

The Housing Master Plan included new residence halls on campus providing swing space for renovating existing residence halls. Upon completion of the multi-year plan, the housing capacity was expected to provide 7100 beds – essentially the same capacity prior to plan implementation. This was considered aggressive at the time given the incoming class had declined significantly over the previous year. Success in enrollment goals since then, improved student retention, growth of new international programs, and continued interest of upper-class students in on-campus housing has required modification to the original bed count plan as enrollment on campus has reached a near record level.

Throughout the implementation of the earlier phases of the Housing Master Plan, additional beds have been designed into the projects. In the current East Quad Renovations, nearly 100 additional beds have been added beyond the original Housing Master Plan estimates (nearly 50 of these beds were achieved by converting Erickson Dining Hall into residence hall space). The Board of Trustees also approved an addition to Hahne Hall as part of the North Quad Renovation project adding over 100 beds.

Efforts have also been made to reduce the need for new beds by creating triples where appropriate sized rooms are available (approximately 75 were incorporated into the three new residence halls on Western Campus). Availability of on-campus housing for upper-class students has been reduced over time to accommodate the growing demand. Finally, modest use of off-campus apartments has enabled the increased demand to be accommodated but leasing beds next to campus was not possible for this fall requiring some students to be housed almost 2 miles from campus.

Current housing demand is nearing 7600 beds, and it is anticipated that 8000 beds will be needed by the fall semester of 2017 creating a shortfall of up to 500 beds. Several potential building sites were evaluated for constructing a new residence hall to meet the demand. Of the

sites considered, the location of Patterson Place on the Western Campus allows for the construction of an approximately 300-bed facility within the time constraints necessary. The proximity of the site to the Geothermal Energy Plant allows for implementation of the Utility Master Plan to support the new facility in an efficient, cost effective, and sustainable manner. Construction of the three new Western residence halls adjacent to this site developed new storm and sanitary infrastructure capable of supporting the new residence hall without additional investment. The new Western Dining Commons has the capacity to support a new residence hall of this size without additional investment in a dining facility.

Patterson Place was built in 1898 and was gifted to the Western College in 1914. Constructed as a single-family residence, it served this purpose until sold to Miami University in 1974. In recent years, the residence has served as the office for the Western College Alumnae Association housing 2-3 administrative positions. The 6,549 sq. ft. facility requires a minimum reinvestment of \$500,000 to keep conditions from growing worse. The Facilities Condition Index identifies a reinvestment need in excess of \$1 million to restore the historic residence to like-new condition and address necessary accessibility issues. The appropriate restoration of the facility in a manner consistent with its historic design could easily double the cost of these improvements to \$2 million.

<u>Project component:</u>	<u>Budget:</u>	<u>Funding Source:</u>
Est. Consulting Services:	\$2,430,000	Bond Funds
Est. Cost of Work:	\$20,520,000	Bond Funds
Est. Owner’s Costs:	\$2,160,000	Bond Funds
Est. Contingency:	<u>\$1,890,000</u>	Bond Funds
 Est. Total:	 \$27,000,000	

**Gunlock Family Athletic Performance Center**

Dr. Creamer spoke in favor of the resolution which would authorize the pre-construction phase of the Gunlock Athletic Performance Center,

Trustee Wilson moved, Trustee Bhati seconded and by unanimous voice vote, the resolution was approved.

**RESOLUTION R2015-41**

WHEREAS, the Gunlock Family Athletic Performance Center project will provide Intercollegiate Athletics with classrooms, a sport-specific strength and conditioning center, football locker rooms and team support facilities, and state of the art sports medicine and rehabilitation facilities for all athletic programs; and

WHEREAS, Miami University has received pledges and other financial commitments totaling over \$16 million towards a project currently estimated to cost \$23 million; and

WHEREAS, Miami University has identified funds in the amount of \$2,500,000 to advance the design, cost estimating, and preconstruction services required to develop a Guaranteed Maximum Price (GMP) for the project; and

WHEREAS, additional pledges are anticipated for the facility with the balance of the project cost to be internally financed and charged to the project until the pledges are received; and

WHEREAS, the proposed facility will contribute to the relocation of activities from Withrow Court by providing a state-of-the-art sports medicine and rehabilitation center; and

WHEREAS, the receipt of proposals is planned for June 2015; and

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

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of contract for the preconstruction phase of the Athlete Performance Center project which includes planning, design, estimating and all related preconstruction services necessary to prepare the Guaranteed Maximum Price (GMP) for a budget not to exceed \$2,500,000.

Executive Summary  
for the  
Gunlock Family Athletic Performance Center  
April 30, 2015

This project will add a new athletic facility to include varsity football locker rooms, training and rehabilitation facilities, a football-specific weight room, hydrotherapy, offices for coaches, a team lounge, break out rooms, and a team meeting room. The facility will replace the North Stands and serves as the connector between Yager Stadium and the new Indoor Sports Center.

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

<u>Project component:</u>	<u>Budget:</u>	<u>Funding Source:</u>
Est. Consulting Services:	\$1,840,000	Gift/Local Funds
Est. Cost of Work:	\$16,560,000	Gift/Local Funds
Est. Owner's Costs:	\$1,500,000	Gift/Local Funds
Est. Contingency:	<u>\$3,100,000</u>	Gift/Local Funds
Est. Total:	\$23,000,000	

Current pledges for the project total \$16.2 million with the balance of the project and the cost of financing to be secured through the proposed capital gift campaign.

In 2013 the Board of Trustees approved an addition to the Goggin Ice Center. The addition provided a sport-specific training facility enhancing the development opportunities for student athletes. The Gross Student Athlete Development Center is heavily utilized by all intercollegiate athletes, giving little development opportunities to larger programs requiring extensive and specific training. The addition of the sport-specific training room at Goggin and the proposed Gunlock Family Athletic Performance Center improves training options for all student athletes by relieving pressure on the Gross Student Athlete Development Center.

### **Series 2005 Bond Refunding**

Dr. Creamer spoke in favor of the two associated resolutions, Trustee Ridenour then moved, Trustee Bhati seconded, and by unanimous voice vote, the resolutions were approved.

The resolutions are included as Attachment D.

### **Quasi Endowment**

Dr. Creamer spoke in favor of the resolution, then Trustee Mitchell moved, Trustee Wilson seconded, and by unanimous voice vote the resolution was approved.

This resolution is included as Attachment E.

### **Utility Easement**

Dr. Creamer spoke in favor of the resolution, then Trustee Ridenour moved, Trustee Bhati seconded, and by unanimous voice vote the resolution was approved.

This resolution is included as Attachment F

### **Student Trustee Reports**

Student Trustee Mary Adeline Lewis addressed the Board, informing them of many recent campus events and activities, to include the M.I.A.M.I. Women in Leadership symposium, the outstanding professor award, Make it Music Week, and of Miami's success at the National Mock Trial Tournament.

She also offered her congratulations to the many Miami students we had recently received recognition, and to Professor Charles Moul who received the Outstanding Professor award.

## Other Business

### **Resolution of Appreciation for Dean Susan Mosley-Howard**

Trustee Mitchell moved, Trustee Bhati seconded, and by voice vote, the resolution was unanimously approved.

#### RESOLUTION R2015-46

WHEREAS, Susan Mosley-Howard has served Miami University since 1988, in many and varied roles including Counselor, Professor of Educational Psychology, Department Chair, Dean of Students, Chair of the Institutional Response Team, Title IX Coordinator, and Interim Dean of the College of Education, Health and Society; and

WHEREAS, Dr. Mosley-Howard is an exceptional leader, always striving to enhance the value of the Miami experience and to meet the needs of students; academically, and socially, mentally, ethically and professionally as well. Dr. Mosley-Howard has helped Miami students grow into engaged citizens who use their knowledge and skills with integrity and compassion to improve the future of our global society; and

WHEREAS, Dr. Mosley-Howard's distinguished and dedicated service as Dean of Students and co-chair of University's Institutional Response Team has earned her the respect and gratitude of students, parents, faculty, staff and administrators; and

WHEREAS, Dr. Mosley-Howard's impact will be felt for generations to come, through those many lives she has directly impacted, and also through the future lives to be touched through the thoughtful, student support practices she instituted, and

WHEREAS, Dean Mosley-Howard's contributions to the Miami experience will be further extended through her instrumental role in designing and helping make a reality the Armstrong Student Center; forming not merely a student center, but creating a vibrant, student-centered hub of campus activity and student-life, and

WHEREAS, Dean Mosely-Howard, a renowned scholar and a tireless champion of the special bond between Miami University and the Miami Tribe of Oklahoma, joined with fellow divisional and Myaamia Center scholars to co-author the recent Niila Myaamia (I Am Miami): Identity and Retention of Miami Tribe College Students, and

WHEREAS, Dean Mosley-Howard's impact began even as a college student, and extends well beyond Miami University. In 1976, as the sole undergraduate selected as a research assistant for the University of Michigan Program for Research on Black Americans, she traveled the nation in support of this landmark study, producing data which would later be used by researchers from throughout the nation, and

WHEREAS, Dean Mosley-Howard is a tireless supporter of the community, forging partnerships that focus on education, mental health awareness, and social service support for

families, and serving as a Trustee for St. Xavier High School, Trustee for the Child Assault Prevention Board of Butler County, and as President of the Northwest Local Schools Board of Education, and

WHEREAS Dean Mosley-Howard selfless efforts and success in advancing student development and success has earned recognition and was honored through Miami University's Distinguished Service Award, Woman of Color Award, and the Myrtis H. Powell Service Award; and

WHEREAS she has been further recognized and honored by President Clinton's Commission on Race, and by EDUCOMM with their Award for Exemplary Curriculum.

NOW, THEREFORE BE IT RESOLVED: that the members of the Miami University Board of Trustees do hereby express to Dean Susan Mosley-Howard 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 first day of May, Two Thousand Fifteen at Miami University, in the City of Oxford, County of Butler, State of Ohio, during the Two Hundred and Sixth year of the University's Charter.

Dean Mosley-Howard was then presented with her resolution and several Trustees and President Hodge praised Dean Mosley-Howard for her many years of dedicated service and commitment to Miami University.

### **President Hodge**

Chair Budig then informed the board that President Hodge would be sharing an announcement. President Hodge stated:

Thank you. It seems impossible that Valerie and I have been at Miami for nearly nine years. As with most spans of time of that duration, we have faced a wide variety of experiences that have both challenged and inspired us. I can say without hesitation that both of us are even more enthusiastic about Miami today than we were with the warm welcome we received when we first visited our campuses. We were drawn then to the extraordinary commitment to student success, to the personal relationships that create such a strong sense of community, to the shared aspirations to achieve the highest goals and to an energetic student body. Our appreciation for these qualities have only deepened over the years. Thus it is with mixed emotions that I share publically a decision that I shared several months ago with the Board of Trustees; namely, my plans to step down as Miami's President at the end of June, 2016, completing ten years of service to Miami University.

I make this announcement today, so that there will be ample time to seek the next President of Miami. In the meantime, as I would hope you would expect, we will move forward

with the same energy and drive until the transition takes place. In Miami 2020 we have a common vision and momentum that frame and encourage our collective efforts. And in this coming year we will have the additional impetus of our focus on creativity and innovation; a focus that will further enhance our student success and our capabilities as a university.

Valerie and I look forward to all these efforts over the coming year and to the honor of working with you to continue to strengthen our university and its impact on those we serve.

Love and Honor!

Chair Budig then praised President Hodge for his many years of service and Miami's many accomplishments achieved during his tenure, to include: US News Rankings, record applications and incoming student profiles, study abroad success, the exceptional employment and graduate school placement of Miami students, the completion of a \$500 million campaign, and the renovation and construction of many exceptional facilities.

Chair Budig also highlighted many initiatives, including: the Top 25 Project, the Miami Access Initiative, the promotion of undergraduate research, the creation of the Winter Term, along with enhanced internships and field experience opportunities.

Chair Budig then spoke of the focus on Lean initiatives, which have enhanced the university's work processes, and saved tens of millions of dollars through cost reductions. He also spoke of the goals of Miami 2020, and how he looked forward to working together with President Hodge during the upcoming year.

Trustees Mitchell and Bhati, then joined Chair Budig in praising President Hodge for Miami's many accomplishments and for his leadership during economically trying times.

### **Written Reports**

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

### **Executive Session**

With no more public business to come before the Board, upon the recommendation of the Chair, a motion to adjourn was made, seconded and approved by unanimous roll call vote, with six voting in favor and none opposed, the Board convened to Executive Session to consult with Counsel, to discuss pending litigation, and to discuss personnel matters, the hiring of a public employee, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

### **Adjournment of Meeting**

With no other business to come before the Board, the meeting was adjourned at 1:30 p.m., following executive session.



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



MIAMI UNIVERSITY

# *Regional Campus Process Committee*

*Board of Trustees: May 1, 2015*

For the Committee:

**Jim Oris**

Associate Provost for Research

Dean of the Graduate School

Professor of Biology

OrisJT@MiamiOH.edu

# Membership

1. Jim Oris, OARS, Graduate School, BIO, Oxford; *Committee Chair*
2. Judy Rogers, EHS, EDL, Oxford, *Process Coordinator (S.R. 14-01)*
3. Debbie Boston, CS, Regionals
4. Moira Casey, CAS, ENG, Regional Associate Dean (TF)
5. Roland Coloma, EHS, EDT, Oxford
6. Maria Conley, FSB, MKT, Oxford (TF)
7. Chris Connell, UCS, Regionals
8. Sabrina Cox, Student, CPSAS, MUM (TF)
9. Jim Janik, CAS, BIO, MUM
10. Jim Kiper, CEC, CSE, Oxford
11. Ted Light, CPSAS, BTE
12. Ellen Paxton, UCS, Regionals
13. Shahryar Qureshi, Student, CAS, MUH
14. Scott Sportsman, UCS, Oxford
15. Cole Tyman, Student, FSB, Oxford (TF)
16. Roscoe Wilson, CCA, ART, MUH
17. Whitney Womack-Smith, CAS, ENG, MUH

# *Process Committee Process*

- Abide by Senate Resolution 14-01
- Inclusive and transparent
- Committee actions by consensus
- Agendas, minutes, documents on public website
- Chair of committee rotated among locations
- All public feedback considered

# *Charge to the Process Committee*

1. Evaluate Task Force recommendations, vetting with relevant constituencies to fine tune, extend, or replace them.
2. Identify additional issues to be addressed (and how to address them) beyond the Task Force report.
3. Create proposed timelines and milestones for transitioning the Miami Regionals.

# *Detailed Charge*

- 1. Organization Structure & Governance**  
Identify a structure to ensure future success of Regionals
- 2. Faculty**  
Identify steps needed for evaluation, promotion, and tenure located in a single unit (beyond grandfathered)
- 3. Curriculum**  
Course catalog, Global Miami Plan, Evaluation and Approval of Degree Programs
- 4. Intercampus Enrollment Strategies**  
Relocation Pathways, Intercampus Course Enrollment
- 5. Accreditation**
- 6. Diplomas and Transcripts**

# *Overarching Considerations*

- A primary distinguishing characteristic of the “Miami Experience” is the Global Miami Plan.
  - critical to ensure all units embrace the Plan
  - relocation pathways require alignment/collaboration
  - policies and procedures should be developed/enforced to adhere to the Plan
- Changes proposed should be based on:
  - student success
  - meeting the needs of the communities and region
  - financial sustainability

# *Response to the Charge*

1. Evaluate Task Force recommendations, vetting with relevant constituencies to fine tune, extend, or replace them.

# Task Force Recommendations

**Charge Item 1:** *Review and analyze various organizational models (beyond the IU/IU East model) that may be applicable to the Miami context.*

- *The Task Force examined a set of 20 university models, with detailed analysis conducted of 11.*
- *Successful models were ones with at least 18-20 four-year bachelor's programs in disciplines that include traditional degrees.*
- *Recommended that Miami regionals move to this type of model.*

Confirm and support.

# Task Force Recommendations

**Charge Item 2:** *Present alternative structures and strategies for fiscally viable growth in baccalaureate degree program enrollment on the regional campuses.*

- *Regionals should be enabled to develop degrees that meet the needs of regional students, that can be launched quickly using existing faculty resources, and include degrees in those disciplines currently offered on the Oxford campus.*
- *Degrees/majors/curriculum should be proposed, justified, and developed, based on alignment with existing resources, use the Miami Plan as foundation, and are based on an impact and demand analysis of how the program would serve the region.*

Confirm and support.

# *Task Force Recommendations*

**Charge Item 2:** *Present alternative structures and strategies for fiscally viable growth in baccalaureate degree program enrollment on the regional campuses (continued).*

- *Course catalog and designation system should be developed that works to maintain and create the highest quality curricula on all campuses. Two options: Common and separate catalogs.*

Because of Global Miami Plan, a common course catalog is recommended, using departmental and location designations.

# *Task Force Recommendations*

**Charge Item 2:** *Present alternative structures and strategies for fiscally viable growth in baccalaureate degree program enrollment on the regional campuses (continued).*

- *Some type of admission requirement should be investigated.*

Open enrollment is a statutory requirement. Recommend exploring admissions requirement for direct admit to select majors; others admitted as a “pre-major”.

# Task Force Recommendations

**Charge Item 2:** *Present alternative structures and strategies for fiscally viable growth in baccalaureate degree program enrollment on the regional campuses (continued).*

- *The Oxford Office of Admission should directly and explicitly refer in-state students who have been denied admission to Oxford to the regional campus system.*

The two admissions offices should collaborate to revise denial letter with intent to increase university-wide enrollment and revenue.

Expand referral area and expand “TOP” like offerings.

# Task Force Recommendations

**Charge Item 2:** *Present alternative structures and strategies for fiscally viable growth in baccalaureate degree program enrollment on the regional campuses (continued).*

- *Pathways to official relocation should be clarified and simplified for students.*
- *Resources in advising and marketing should be dedicated to better communicate the process of relocation, the recommended timeliness for official relocation, and the support students will have for relocating.*
- *Changes should not cause “relocation” to be redefined as “transfer.”*
- *Miami students taking Miami courses at any campus should continue to be able to relocate without any adverse impact on their accumulated Miami credits.*
- *Establish financial structures and scholarships that assist regional campus students with the cost of official relocation.*
- *Swirling during the regular academic year between the regional and Oxford campuses should be allowed within reasonable limits.*

# *Task Force Recommendations*

## Process Committee Recommendations:

Maintain ability to relocate (*not transfer*).

Clarify through better advising.

Simplify by revising forms and procedures.

Ensure curriculum alignment of minimum 1<sup>st</sup> two years.

Explore a “Bridge to Oxford” like program.

No additional limits to swirling.

# Task Force Recommendations

**Charge Item 2:** *Present alternative structures and strategies for fiscally viable growth in baccalaureate degree program enrollment on the regional campuses (continued).*

- *Envision the need for additional regional campus units, to house disciplines outside of CPSAS.*
- *Additional academic units could be based on the current regional coordinators, with some combining and regionalization.*
- *Units that are created as part of the regional system need to have sufficient independence for degree development.*

Rename CPSAS to encompass all areas offered at Regionals.

Two options for overlying academic administrative structure. *(Semi-autonomous or Oxford Division)*

Departments based on cognate areas, FTE Faculty, #majors.

# Task Force Recommendations

**Charge Item 2:** *Present alternative structures and strategies for fiscally viable growth in baccalaureate degree program enrollment on the regional campuses (continued).*

- *New faculty should be evaluated, promoted, and tenured in the new divisional units.*
- *Current faculty should have the opportunity to maintain membership in Oxford divisions, while also being assigned to the applicable regional unit.*

## Confirm and support:

- Oxford depts should continue to have an as-needed advisory role in hiring.
- Role for P&T should shift from approval to advisory as needed.
- New faculty teaching Oxford-based courses should be expected to have credentials sufficient to earn “Affiliate” status in Oxford.
- Current faculty should be offered a new, “Dual” appointment.

# *Task Force Recommendations*

**Charge Item 3:** *Present options for clearly differentiating the Miami Regionals while maintaining a Miami identity.*

- *Recommend against separate accreditation at this time.*
- *All diplomas and transcripts should be designated equitably with location.*
- *The regional campuses should be designated as a singular, holistic unit, such as the “Miami Regional System” or “Miami Regional Campuses”.*

Maintain university-wide accreditation at this time.

Division of major should be designated on diploma.

No consensus on location on diploma or transcript.

Recommend single unit:

“Miami University Regional System”.

# *Response to the Charge*

2. Identify additional issues to be addressed (and how to address them) beyond the Task Force report.

- Employee Status and Benefits
- Library Services
- RCM & Regional Budget
- Capital Expenditures
- Residential Options

# *Response to the Charge*

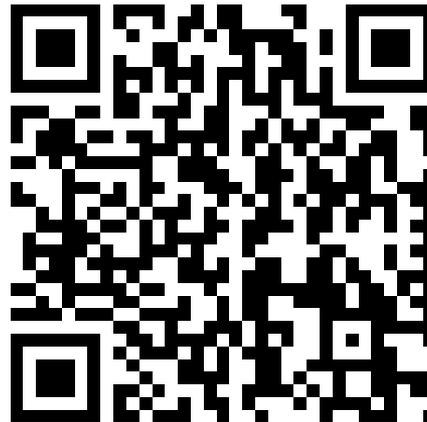
## 3. Create proposed timelines and milestones for transitioning the Miami Regionals.

- May, 2015: Decision made on overlying academic structure of the division.
- May, 2015: Implementation group established.
- Sep, 2015: New underlying divisional structure (e.g., departments) approved by Board of Trustees.
- Dec, 2015: Draft governance and implementation plan approved by Board of Trustees.
- July, 2016: Full implementation of Regional System begins as of FY17.

# Website & Email

Agendas, Minutes, Documents, Report:

*[regionals.miamioh.edu/regionalupgrade/  
process-committee/](http://regionals.miamioh.edu/regionalupgrade/process-committee/)*





**FINAL REPORT**  
**of the**  
**Regional Campuses Process Committee**

**Miami University**

**April 13, 2015**

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**A note on the writing and style conventions used in this document:**

In this report, charges to both the previous Regional Campus Task Force Committee and to the present Regional Campuses Process Committee are *italicized*. Summaries of the previous Regional Campus Task Force Committee recommendations are written in *past tense and are also italicized*. The Regional Campuses Process Committee comments and recommendations are written in present tense and are displayed in plain text.

## Executive Summary

On December 1, 2014, interim Provost Gorman and President Hodge established the Regional Campuses Process Committee (“the committee”) with the charge to evaluate the recommendations of the Regional Campuses Task Force Committee (TF), identify issues not addressed in the Task Force report, and recommend a timeline and milestones for implementation. The charge letter indicated a preference for a Regional Vice President reporting directly to the President and for regional faculty to be hired, evaluated, promoted and tenured in the Regional System. Given that preference, the committee was charged with making recommendations on organization and structure, faculty promotion and tenure, curriculum, degree approval processes, intercampus enrollment strategies, accreditation, and diploma/transcript notation.

The committee consisted of 17 individuals representing faculty, classified and unclassified staff, and students from Middletown, Hamilton, and Oxford. Associate Provost Jim Oris chaired the committee and Associate Dean Judy Rogers served as the Senate 14-01 Process Coordinator. The committee met weekly face to face and via videoconference during university business hours from December, 2014, through the first week of April, 2015 and operated by consensus. In addition to regular committee meetings, public forums were held in Hamilton, Middletown, VOA Learning Center, and Oxford. A committee website was established, and all agendas, minutes, public comments, and committee documents were made available to the public (*c.f.*, Appendix). In the deliberation of its charges, the committee agreed that maintaining the integrity of the Global Miami Plan is critical across the university and that the academic structure, curriculum, and services of the Regional System most importantly should serve current and future students as well as be financially sustainable.

***General Charge 1.*** Evaluate the recommendations in the Regional Campuses Task Force report, vetting them with relevant constituencies to fine-tune, extend, or replace them.

The committee discussed the TF recommendations with individuals from the Registrar, Regional and Oxford Admissions, Regional and Oxford Finance and Business Services, University Accreditation team, and Regional Coordinators + Associate Deans. Task Force Committee recommendations were also discussed at each of the public forums. The body of this report is organized from a summary of the TF recommendations, with the committee’s consensus recommendations following. Of note, for the TF recommendations not included in additional specific charges to the committee, there is consensus to support the recommendation that the Regional System be empowered to develop degrees to serve the needs of the region, including degrees in traditional disciplines. The committee also supports (1) referring to the regional campuses as a whole as the Miami University Regional System; (2) instituting admissions requirements for direct admission into select degree programs, while maintaining the State mandated open-enrollment standard for “pre-majors” and associate degree programs; and (3) evaluating centralized student and business services for additional regionalization. The committee does not support changing the mascots, logos, colors, or names of the regional campuses. Other TF recommendations are addressed in the response to the additional, detailed charges to the committee.

***General Charge 2.*** Identify additional issues and methods to address them.

The committee identifies four additional issues and recommends action on addressing (1) confirmation of employee status and benefits; (2) delivery and organization of library services;

(3) transparency of regional budget; (4) plans for capital expenditures; and (5) exploring regional residential options.

**General Charge 3.** *Create proposed timelines and milestones for transitioning the regional campuses.*

The committee proposes a timeline beginning in May 2015 that will lead to the full implementation of the Regional System beginning July 1, 2016.

**Detailed Charge 1: Organization and Structure.** *Beyond the appointment of a vice president reporting directly to the president as the administrative leader, identify other structural changes necessary to ensure the future success of the Regional System.*

The committee recommends a single academic division for the Regional System and proposes that the university consider re-naming CPSAS without regard to a specific set of disciplines to provide an appropriate structure that will accommodate all disciplines offered at the Regional System. The committee recommends that the University consider naming the academic division after one of the three individuals most responsible for the foundation of the regional campuses. Two overlying models for the division's organization are provided – one which operates in parallel to Academic Affairs in Oxford as a “semi-autonomous”, Regional Academic Affairs division whose governance and curricular decisions and proposals would merge those of the Oxford Academic Affairs at an appropriate university level or a second model which is managed within the Academic Affairs division in Oxford. The committee could not reach consensus on which overlying model to recommend. At a later point in this report, the committee provides a model for an underlying departmental structure, based on current resources, that accommodates all disciplines offered at the Regional System. The committee also provides a statement of guiding principles for establishing the overlying and underlying structure of the academic division for the Regional System.

**Detailed Charge 2: Faculty.** *Please identify the steps needed to transition from our current arrangement for tenure-track faculty (who teach on the regional campuses while being promoted and tenured on the Oxford campus) to a new arrangement whereby all (beyond those who might qualify for being grandfathered with tenure in an Oxford based department) tenure-track faculty are located, evaluated, promoted and tenured on a single campus.*

The committee recommends that the role of Oxford departments in hiring remain as advisory and that the role in promotion and tenure become advisory as needed. New faculty who will teach Miami Plan or Oxford-based courses should be expected to have credentials to qualify as affiliate faculty in the Oxford department. Current faculty should be assigned a newly designated “Dual Appointment” in Oxford and the Regional System and be given the choice to remain with their tenure and promotion process in Oxford or switch to their appropriate unit in the Regional System.

**Detailed Charge 3. Curriculum.**

*A. The Task Force presented two different approaches to the structure of the course catalog. Please evaluate these, or other options, to determine a recommended approach.*

The committee recommends retaining a common course catalog.

*B. Make recommendations for how the regional campuses can ensure that the appropriate set of Global Miami Plan courses are offered to meet the needs of regional campus students and that existing and new courses are consistent with the stated Global Miami Plan learning objectives on the Oxford campus*

The committee recommends establishing a departmental structure to accommodate all disciplines offered at the Regional System, establishing a process to allow for appropriate course approval, and for departments across divisions to collaborate to ensure their curricula align during at least the first two years of the Global Miami Plan to maintain clear pathways for relocation.

*C. Identify an approach to evaluating the demand for existing and new degrees.*

The committee recommends that the process currently used by CPSAS should also be used going forward to evaluate demand for existing and new degrees.

*D. Identify a process for approving new degrees at the university level, especially when a duplicate degree may be proposed.*

The committee recommends strategies for approving new degrees based on which overlying model of academic organization for the Regional System is chosen.

***Detailed Charge 4. Inter-campus Enrollment Strategies.***

*A. Identify new and improved strategies to encourage students with a preference for beginning their college experience at the Miami Regional System and eventually earning a degree offered on the Oxford campus.*

The committee subsequently recommends a series of strategies to ensure alignment of curriculum, clarify and simplify relocation pathways, and enhance the regional experience of these students.

*B. Consider alternatives for allowing students on one campus to take a limited set of courses on a different campus without additional tuition charges.*

In contrast to the TF recommendations, the committee recommends no additional limits on swirling for regional students. In addition, the committee recommends enhanced development of online learning opportunities through the Regional E-Learning Office.

***Detailed Charge 5. Focal Issues: Accreditation and Diplomas/Transcripts.***

*A. Confirm the recommendation of the Task Force that not pursuing separate accreditation is the better course of action, at least for the near term.*

The committee recommends not pursuing separate accreditation in the near term.

*B. How might diplomas and transcripts be designed to properly convey the autonomy and connection between the Oxford and regional campus units?*

The committee recommends continuing to list the academic division on the diploma. The committee did not reach consensus on whether the division or campus should be included on the transcript.

# 1. Introduction

## A. Background

Demographic shifts in the number of college-eligible students and a rapidly changing and highly competitive higher education market have resulted in the need to distinguish and enhance the regional campus pathways to graduation throughout Ohio.

This process has been driven by the change in 2008 by the Governor and Ohio Board of Regents that Ohio regional campuses shift to offering primarily four-year bachelor's degrees with an emphasis on the educational needs and career opportunities in each campus' respective region.

As a result, the Miami Board of Trustees and university administrators made the decision to expand and enhance the mission of the regional campuses to position Miami's regional system for success and to contribute to Ohio's ability to be competitive in a global marketplace.

## B. How we got here

Beginning in the early 2000's, discussions were initiated to examine the role of the regional campuses, their regional mission, their sustainability, and their relationship with Miami's Oxford campus. In 2005, Provost Crutcher formed the "Task Force on Creating Synergy Among Miami's Domestic Campuses". In 2008, the University System of Ohio (USO) was formed along with a shift in emphasis to offer four-year degrees at USO regional campuses. In response, Provost Herbst formed the "Regional Campus Committee". That committee recommended organizing the regional campuses plus the Voice of America Learning Center (VOALC) under a single administrative unit, headed by a Dean. In 2010, the campuses at Middletown, Hamilton, and VOALC were regionalized, and Dr. G. Michael Pratt was hired as the first Associate Provost and Dean of the Regional Campuses. In 2012, the Board of Trustees authorized the creation of an academic division for the regional campuses (Trustees Resolution 2012-29). Shortly thereafter, Provost Gempesaw formed the "Regional Campus Implementation Committee" and charged it with developing an implementation strategy for the creation of the division and moving the administrative home for the Regional-only degree programs to the new division. This resulted in the creation of the College of Professional Studies and Applied Sciences in 2013, which not only became the home to existing programs, but also became the driver for an aggressive strategy to develop new, four-year degree programs in professional and applied areas. In early spring of 2014, Dean Pratt and Provost Gempesaw formed another "Regional Campus Committee" that was charged with benchmarking the regional campuses with Indiana University East to explore how to increase the ability of the Regional campuses to meet the higher education needs of the region. Concluding that IU-East was not very similar to Miami's regional campuses, in late spring of 2014 Provost Gempesaw formed the "Regional Campus Task Force Committee", with the charge to find models and to make recommendations on how to achieve success and sustainability for Miami's regional campuses. The Task Force delivered their recommendations in the fall of 2014. In December of 2014, Interim Provost Gorman formed the "Regional Campuses

Process Committee” and charged it to evaluate and extend the Task Force recommendations following the University Senate process described in Senate Resolution, S.R. 14-01, the results of which are contained in this report.

### C. Committee membership

The following faculty, staff, and students participated in all aspects of the committee’s deliberations:

1. Jim Oris, GSR, BIO, Oxford, *Committee Chair*
2. Judy Rogers, EHS, EDL, Oxford, *Process Coordinator (S.R. 14-01)*
3. Debbie Boston, CS, Regional Campuses
4. Moira Casey, CAS, ENG, Regional Associate Dean (TF)
5. Roland Sintos Coloma, EHS, EDT, Oxford
6. Maria Cronley, FSB, MKT, Oxford (TF)
7. Chris Connell, UCS, Regional Campuses
8. Sabrina Cox, Student, CPSAS, MUM (TF)
9. Jim Janik, CAS, BIO, MUM
10. Jim Kiper, CEC, CSE, Oxford
11. Ted Light, CPSAS, BTE
12. Ellen Paxton, UCS, Regional Campuses
13. Shahryar Qureshi, Student, CAS, MUH\*
14. Scott Sportsman, UCS, Oxford
15. Cole Tyman, Student, FSB/CAS, Oxford (TF)
16. Roscoe Wilson, CCA, ART, MUH
17. Whitney Womack Smith, CAS, ENG, MUH

Abbreviations: “TF”: Was also a Regional Task Force member, “CS”: Classified Staff, “UCS”: Unclassified Staff (department, division, and campus abbreviations are standard university notation).

\*Note: Mr. Qureshi was added to the committee on Feb. 19, after receiving feedback during the public forum in Hamilton.

### D. Committee process, procedures, and timeline

Shortly after receiving the 01 December 2014 memo to committee members, the committee met with Interim Provost Gorman (12/09/14) to receive the committee charge and ask questions of the provost. The committee discussed the committee process and procedures, and chose to use a consensus model of deliberations and decision-making. In addition, the committee fully endorsed the process outlined in S.R. 14-01, emphasized the need to be as open and transparent to the university and community as possible, and decided that agendas, committee minutes, and committee documents be placed on a public website. The website and a committee email were set up and publicized as part of the first committee actions.

Thereafter, the committee met nearly every week when the university was open, for between one and three hours per week. Three locations were provided for each meeting (MUH, MUM, and MUO) and members communicated among the locations using video

conferencing technology. The chair of the committee rotated among the locations each week.

A detailed timeline for committee work was as follows:

Dec 01 – Charge letter from President & Provost to Committee  
 Dec 09 – Charge meeting with interim Provost Gorman  
 Dec 19 – First operational meeting (procedures; communications plan)  
 Jan 09 – Meeting with representatives from the Registrar’s Office  
 Jan 16 – Meeting with Carolyn Haynes to discuss HLC Accreditation  
 Jan 23 – Meeting with representatives from Enrollment Management (Oxford and Regional)  
 Feb 02 – Interim Report to Senate (Oris and Rogers)  
 Feb 06 – Meeting with representatives from Finance & Business Services (Oxford and Regional)  
 Feb 13 – Meeting with Regional Coordinators, Associate Deans  
 Feb 18 – Public Forum (Hamilton)  
 Feb 20 – Interim report to Board of Trustees (Oris)  
 Feb 24 – Public Forum (Middletown)  
 Mar 04 – Public Forum (VOALC)  
 Mar 11 – Public Forum (Oxford)  
 Apr 13 – Final Report to Senate  
 May 01 – Final Report to Board of Trustees

## 2. Responses to the Charge to the Process Committee

*The following list of charges was extracted in summary form from the detailed memo to the Committee from Drs. Hodge and Gorman, dated 01 December 2014.*

### A. General Charges

#### 1. Evaluate the recommendations in the Regional Campuses Task Force report, vetting them with relevant constituencies to fine-tune, extend, or replace them.

The following section provides a summary of Task Force recommendations extracted from the detailed “Report from the Presidential Task Force on Differentiation of the Regional Campus”, dated 21 November 2014. A list of Process Committee consensus recommendations follows after each Task Force summary item.

***Task Force Charge Item 1:*** Review and analyze various organizational models (beyond the IU/IU East model) that may be applicable to the Miami context.

#### **The Task Force:**

- Examined a set of 20 university models, with detailed analysis conducted of 11.
- Narrowed set to 11 relevant models, of which 5 were highlighted for discussion (UW-Bothell, Ohio State, Kent State, Univ. Pittsburgh, & IUPUI-Columbus).

- *Concluded that whereas models exist that are informative, Miami is unique. No one model matches the size, current situation, and organization (two regional campuses operating as one) perfectly.*

**Process Committee consensus:** The committee agrees that Miami University as a whole is distinct from these other university systems and that creative solutions to the charge will be required.

**Task Force Charge Item 2:** *Present alternative structures and strategies for fiscally viable growth in baccalaureate degree program enrollment on the regional campuses.*

### **2.1. Task Force Recommendations on Degree Strategies**

1. *Regional System should be enabled to develop degrees that meet the needs of regional students that can be launched quickly using existing faculty resources, and include degrees in those disciplines currently offered on the Oxford campus. Biology, Communication, English, History, and Psychology were specifically identified as areas of opportunity.*
2. *Degrees/majors/curriculum should be proposed, justified, and developed, based on alignment with existing resources, use the Miami Plan as foundation, and be based on an impact and demand analysis of how the program would serve the region.*

**Process Committee consensus:** The committee supports the recommendations. Further details are provided in the response to Committee Charge B.3, “Curriculum”.

### **2.2. Task Force Recommendations on Course Catalog and Course Designation Strategies**

1. *A system should be developed that works to maintain and create the highest quality curricula on all campuses. Two options were presented:*
  - a. *Continue with a central catalog with common Miami Plan courses and lift restrictions for 300-400-level offerings at regional campuses.*
  - b. *Develop a separate regional campus course catalog/course designation system.*

**Process Committee consensus:** The committee supports option “a” in terms of the course catalog. Since the Global Miami Plan serves as the foundation for a Miami University education, the committee felt it was important to maintain a common course catalog using course designators, department codes, and appropriate cross-listings to distinguish the location of course offerings. In terms of “lift[ing] restrictions for 300-400 level offerings”, the committee notes that this refers to 300-400 level offerings with Oxford department listings. The committee recommends that courses at the 300-400 level should be developed and be designated by the departments in the new Regional units. Offering 300-400 level courses with Oxford departmental designations should be possible if Regional faculty have an appointment in the Oxford department (e.g., affiliate). Further details are provided in the response to Committee Charge B.3, “Curriculum”.

### **2.3. Task Force Recommendations on Admissions**

- 1. Some type of admission requirement should be investigated, along with “ACE” type programs for students who could not meet such a requirement.*
- 2. The Oxford Office of Admission should directly and explicitly refer in-state students who have been denied admission to Oxford to the regional campus system.*

**Process Committee consensus:** The committee supports the intent of both recommendations. However, because the open enrollment policy is a statutory requirement in Ohio, implementing a general admissions standard for the Regional System is not possible without a legislative exemption. The committee recommends maintaining an open enrollment policy, but that an admission standard should be explored for direct admission into specific four-year degree programs, as is currently done in various programs throughout the university, including CPSAS (e.g., Nursing). Students not meeting the admission standard would be admitted as a “pre-major”.

The committee recommends that the directors of admissions in Oxford and the Regional System collaborate on revising the Oxford denial letter to more explicitly refer targeted students to the Regional pathway and expanding the radius for the recipients of this letter, with the overall intent of increasing university-wide enrollment and tuition revenue. We expect that the current TOP program for regionally located, wait-listed students will continue. We recommend an expansion of the current 11 Ohio counties, from which denied students are referred to the Regional System. The committee reached consensus that this expansion should be explored for Ohio students. The committee did not reach consensus on how far beyond Ohio the list should be expanded. Issues related to expansion outside of Ohio include whether the out-of-state surcharge and the current lack of a residential experience would be unattractive compared to attending universities closer to the students’ home. Existing reciprocity agreements with adjacent states should be considered to mitigate concerns about the out-of-state surcharge in the case of an expansion of the area radius, as opposed to simply expanding within Ohio. In addition to the expansion of the referral list, the committee recommends to offer TOP-like support services to these students.

Finally, the committee recommends that the Office of Admissions website be better connected to the Regional System, with links to the Regional Campus admissions website, and that the University website listing majors and minors include the Regional degree offerings and majors.

### **2.4. Task Force Recommendations on Relocation**

- 1. Pathways to official relocation to Oxford should be clarified and simplified for students.*
- 2. Resources in advising and marketing should be dedicated to better communicate the process of relocation, the recommended timeliness for official relocation, and the support students will have for relocating.*
- 3. Clear pathways should also be outlined for regional campus degrees that can be started at Ohio community colleges.*

4. *Changes should not cause “relocation” to be redefined as “transfer.”*
5. *Miami students taking Miami courses at any campus should continue to be able to relocate without any adverse impact on their accumulated Miami credits.*
6. *The task force encourages the establishment of financial structures and scholarships that assist regional campus students with the cost of official relocation.*
7. *Swirling during the regular academic year between the regional and Oxford campuses should not be eliminated, but a cap should be placed on the number of credit hours (e.g., two classes per year) students can complete without officially relocating or changing their campus of student.*

**Process Committee consensus:** The committee supports the majority of the recommendations. We agree with recommendation 3, but note that this is an articulation and advising recommendation unrelated to relocation from the Regional System to Oxford. With regard to swirling, the committee recommends placing no limit on swirling other than those limits that currently exist, with the caveat that students should not be permitted to temporarily switch campus of location from Oxford to one of the Regional Campuses to gain a tuition benefit (e.g., during winter or summer terms). Limits on swirling were seen as a barrier to relocation, and have a minimal financial impact. Implementing and tracking limits on swirling would be complicated and add costs to the administration of students. Lifting restrictions on appropriate 300- and 400-level courses, offering more four-year degrees, and offering degrees in traditional disciplines in the Regional System will reduce the need for significant swirling. There was consensus that limits on swirling had a poor cost-benefit ratio and that clarifying relocation pathways (through better advising) and simplifying the forms and procedures that add flexibility to the relocation pathway would provide a better solution. The committee also recommends revisiting the former “Bridge to Oxford” program, which used funds to help students defray the cost differential of tuition upon relocation.

### **2.5. Task Force Recommendations on Administrative Structures**

1. *The Regional system should operate with a single head that reports to the President.*
2. *The system will need a regional administrative head; dean-type divisional heads; and departmental chair-type heads that oversee majors or disciplines.*

**Process Committee consensus:** The committee supports these recommendations. The committee was charged to examine an organizational structure “beyond the appointment of a vice president reporting directly to the president”. Thus the working assumption for the Process Committee was that there is a strong preference to operate the Regional System with a single head. Models of organization and governance, and issues related to those models, are provided in Committee Charge 1, “Organization Structure and Governance”. In summary, two models of overlying structure were developed – one structure that would be in the Academic Affairs division in Oxford and another structure that would be a semi-autonomous Academic Affairs division in the Regional System that would be parallel with Oxford Academic Affairs. The committee recommends that the criteria to be used in

determining the underlying administrative structure include current resources and cognate groups, as well as anticipated development of new programs and degrees.

### **2.6. Task Force Recommendations on College and Faculty Structures**

1. *The task force envisions the need for one to three additional regional campus units, in addition to CPSAS, such as a unit housing “arts and sciences” and one housing “social sciences and education.”*
2. *The additional academic units could be based on the current regional coordinators, with some combining and regionalization.*
3. *A key consideration to the establishment of divisions is the level of autonomy they will have. Divisions that are created as part of the regional system need to have sufficient independence for degree development.*

**Process Committee consensus:** The committee devoted a significant effort deliberating these recommendations. The possibility of reconstructing CPSAS to include new Regional departments was considered. Guiding principles and example models of organization and governance, and issues related to those models, are provided in Committee Charge B.1, “Organization Structure and Governance”.

### **2.7. Task Force Recommendations on Promotion and Tenure**

1. *If a college structure that mirrors the Oxford campus is adopted for the regional system (i.e., divisions/departments), then MUPIM could apply across contexts. New faculty should be hired, promoted, and tenured in the new divisional units.*
2. *It is also recommended that current faculty have the opportunity to maintain membership in Oxford divisions, while also being assigned to the applicable regional division, upon the formation of those divisions.*

**Process Committee consensus:** The committee supports these recommendations. The committee was asked in Charge B.2, “Faculty”, to identify the steps needed to transition from the current arrangement to one where all new hires are evaluated, promoted and tenured in the Regional System. The committee, in the presentation of example models for organization and governance in Committee Charge B.1, addresses this issue, and further information is provided in Committee Charge B.2, “Faculty”.

### **2.8. Task Force Recommendations on Centralized Services**

1. *The task force recommends continuing to offer a mix of centralized and local services.*
2. *Likewise, the task force recommends that the regional campuses continue to organize around a unified “regional” system structure, thus, localized services would need to continue to be considered holistically across the regional campuses.*

**Process Committee consensus:** The committee supports these recommendations, and further recommends that an implementation group with a firm grasp on financial and operational aspects of the university determine which services might be additionally regionalized. There is consensus that service providers who share function, but are staffed locally on the Regional Campuses, should continue to share

those functions and should have reasonable autonomy to make local operational decisions within the scope of Miami University Policy. The committee recommends that Regional services remain as currently structured, including (but may not be limited to) Business and Cashiering, Records and Registration, Admission and Financial Aid, Academic Personnel, Human Resources (including Benefits), Physical Facilities, and Budgeting.

***Task Force Charge Item 3: Present options for clearly differentiating the Miami Regional System while maintaining a Miami identity.***

**3.1. Task Force Recommendation on Accreditation**

1. *The task force recommended against separate accreditation at this time.*

**Process Committee consensus:** The committee supports this recommendation, but recognizes this may need to be reconsidered in the future.

**3.2. Task Force Recommendation on Diploma and Transcript Designations**

1. *The task force recommended that Oxford degree diplomas and transcripts also specify the campus, if the regional degree diplomas and transcripts do.*

**Process Committee consensus:** The committee supports the Task Force findings and recommends to continue listing the academic division of student on the diploma for all students. The committee did not reach consensus as to whether the division or campus should be included on the transcript. The committee notes that if the Regional System holds commencement in the future, the diploma would include the location of conferral of degree.

**3.3. Task Force Recommendation on Marketing and Brand Messages**

1. *The task force recommended that, at the very least, the regional campuses should be designated as a singular, holistic unit - “Miami Regional System” or “Miami Regional Campus.”*

**Process Committee consensus:** The committee recommends using the name “Miami University Regional System” and not “Miami Regional Campus”.

2. *Further, the task force suggested that future process and decision planning teams consider a potentially more inspirational name for the regional system that captures the sense that we are one “Miami” with a variety of locations, spaces, and purposes that go beyond geographic constraints.*

**Process Committee consensus:** The committee supports this recommendation. Further details and recommendations are provided in Committee Charge B.1, “Organization Structure and Governance”.

3. *An examination of the regional campuses mascots, colors, logos, etc. should be considered to see if these might be vehicles for greater regional campus unity and brand differentiation.*

**Process Committee consensus:** The committee does not support this

recommendation. There is consensus that the identity of each campus is established and recognized in the region and should not be changed. Students in particular were very attached to the current campus identities.

**Task Force Charge Item 4:** *Identify issues that will need to be resolved as a result of the proposed changes.*

*The task force recommended that consideration be given to any area in which the regional campuses might need additional support and resources. Substantial organizational changes can create uncertainty and the potential to render the regional system vulnerable. Potential issues for consideration and resolution from the Task Force included:*

**4.1. Task Force Recommendations on Issues related to degree strategies**

- 1. Future process and implementation plans will need to clearly define a path for approval of new/revised regional system degrees, majors, and courses.*
- 2. Processes that address how programs strategically and holistically best serve the entire Miami University system should be considered.*
- 3. Current and future programs being developed in Oxford that overlap significantly with the regional mission or could experience higher demand and enrollment regionally should be considered for relocation to the regional campuses.*

**Process Committee consensus:** The committee supports recommendations 1 and 2 above. Regarding recommendation 3, the consensus is that the course and program approval process should include input from all divisions at the university. The committee also recommends that direct competition for students across divisions should be prevented at the level of the Executive Vice President for Academic Affairs. The approval process should include the Regional System's ability both to propose and offer new programs and to have input on the development and offering of new programs in other divisions that may be more appropriate in the Regional System. There is no consensus on the committee for reconsidering current programs in Oxford for relocation to the Regional Campuses.

**4.2. Task Force Recommendations on Issues related to catalog and course designation strategies**

- 1. A separate course catalog cannot be created immediately. Should the reorganization involve the creation of a separate course catalog, the implementation should occur slowly, over time.*
- 2. Regional curricular input on current Miami Plan courses will need to be protected.*
- 3. Banner presents technical challenges that will certainly need to be addressed with changes to class organization and registration processes.*

**Process Committee consensus:** The committee supports these recommendations. Further details are presented in Committee Charge B.3. "Curriculum."

**4.3. Task Force Recommendations on Issues related to admissions/relocation/swirling**

- 1. The details of how to refer students from the Oxford denial list directly to the*

*Regional System will need to be decided.*

2. *Changes to the current practices of relocation and swirling may require current students to be “grandfathered” in some fashion. The exact process for how to grandfather current students will need to be determined.*
3. *Current “backdoor” practices of temporarily changing official campus of registration (especially by Oxford students) will also need to be addressed.*
4. *The details of how to provide financial support for relocating students will need to be outlined. The task force feels that limiting swirling will be perceived as an increase in costs for regional relocators, and since diversity and access is key to Miami’s mission, financial aid for regional relocators is crucial.*
5. *As we draw higher enrollment in the long-term, we might consider some residential options for regional campus students.*

**Process Committee consensus:** The committee supports these recommendations. If there are no additional limits to swirling, and if advising is improved, many of the above issues related to swirling will not be an issue. The committee recommends that students should not be permitted to temporarily switch campus of location from Oxford to one of the Regional Campuses to gain tuition benefit (e.g., during winter or summer terms). The committee recommends that, related to item 5 above, the university explore opportunities with private housing providers or investors to provide residential options for Regional students. This recommendation is supported from input by the public and in a letter to the President from the Greater Hamilton Chamber of Commerce, the Hamilton Community Foundation, the Mayor of Hamilton, and the Citizens’ Advisory Councils of Miami University Hamilton and Middletown.

#### **4.4. Task Force Recommendations on Issues related to administrative and campus structures**

1. *As policies related to organizational structure, administration, and faculty members are adapted for the regional system, MUPIM will need to be revised accordingly.*
2. *Regional faculty will need to have a voice in shared governance on the university senate and/or a regional senate, if one were to be created.*
3. *A more important priority will be having the new divisions or academic units establish their own governance systems as CPSAS did.*
4. *Eventually, the current system of having faculty and staff forums and a Hamilton Campus Senate needs to be reexamined in favor of some type of regionalized senate body.*

**Process Committee consensus:** The committee recommends MUPIM be thoroughly examined and revised accordingly to account for structural and administrative changes. Once the final structure is defined, an implementation group will need to determine representation on University Senate and university committees. Any new divisions will benefit from the work that CPSAS has accomplished to date with regard to governance. The committee recommends following a similar, if not the same, procedure for developing new governance. The committee recommends that the current governance system (i.e., forums and Hamilton Senate) should be

regionalized into a common body as part of this transition.

#### **4.5. Task Force Recommendations on Issues related to faculty structures, promotion and tenure**

- 1. Current faculty members' relationships to both the newly created academic units on the regional campuses, as well their Oxford-based home departments, will need to be defined to facilitate faculty support for students who choose to major in programs housed on the regional campuses, as well as students who choose to relocate.*
- 2. It is advisable that a close collaborative relationship be established between some Oxford departments and regional campus units for the processes of hiring and granting promotion and tenure.*
- 3. While joint appointments and affiliate status may work initially, it may be that neither correctly categorizes the relationship that is needed between regional campus faculty and Oxford departments as we move forward. We may need a new structure that allows regional campus faculty to have an association to an Oxford department without being categorized in ways that currently exist at Miami.*

**Process Committee consensus:** In its charge, the committee was asked to identify a structure that would support evaluation, promotion and tenure of all faculty in the Regional System. These Task Force findings were used to guide the committee in its deliberations. In addition to Task Force findings, the committee recommends that current faculty, who are members of Oxford departments but who teach in the Regional System, be offered a uniquely defined "dual appointment" that offers the same rights and responsibilities in their current Oxford department and in their new unit formed as part of this transition. These faculty should be given a choice whether to remain in their tenure and promotion pathway or to switch to their new unit in the Regional System. The committee recommends that for new faculty to be evaluated, promoted and tenured in the new division, their association with cognate units in Oxford can be accommodated through the current affiliate faculty designation. Further, we recommend that affiliate status would not be required or automatic for all new faculty, but would be strongly recommended, when appropriate, to help establish collegiality and collaborations between Oxford and Regional department faculty.

#### **4.6. Task Force Recommendations on Issues related to centralized services and regional infrastructure**

- 1. As we reorganize, we need to recognize that some ancillary units such as registration, advising, and business services may need to be reevaluated as to how they operate in relation to the main campus.*
- 2. Close consultation with staff members who will be affected by any changes will be necessary; since staff were not represented on this task force, they must be represented going forward.*
- 3. Cost-effectiveness across the entire institution needs to be a primary consideration in making any decisions related to changes in centralized services. Decentralizing many services could place an unnecessary and damaging*

*financial burden on the regional campuses.*

4. *The regional campuses will need the freedom to make decisions related to the development of the physical plant (repairs, renovations, new construction, etc.) in order to best meet the needs of the campuses.*

**Process Committee consensus:** The committee supports these recommendations. With regard to 4.6.1, the committee recommends (see response to Task Force recommendation 2.8) that currently regionalized services not be changed, but that an analysis should be done to determine whether any other central services should be additionally regionalized. With regard to 4.6.2, classified and unclassified staff were represented on the process committee.

#### **4.7. Task Force Recommendations on Issues related to diploma and transcript designations**

1. *If the campus name ultimately appears on the diploma and transcripts, the manner in which it appears will need to be determined and incorporated into the DAR system.*

**Process Committee consensus:** The committee supports this finding and recommends continuing to list the academic division of student on the diploma for all students. The committee did not reach consensus as to whether the division or campus should be included on the transcript. The committee notes that if the Regional Campus holds commencement in the future, the diploma would include the location of conferral of degree.

#### **4.8. Task Force Recommendations on Issues related to marketing**

1. *Strategies will need to be considered that support the regional campuses having the ability and means to aggressively market their new degrees utilizing their key strengths.*
2. *Future process and implementation teams should investigate the establishment of marketable name for the regional system that captures the sense that we are one "Miami" with a variety of locations, spaces, and purposes that go beyond geographic constraints.*

**Process Committee consensus:** The committee supports these recommendations. The committee further recommends that the Regional system have reasonable autonomy to market the distinct characteristics of the Regional System, while ensuring that a coordinated marketing message is provided throughout the university and for the benefit of the entire institution. Further, we recommend that a clear, university wide marketing policy be established so that all divisions understand the opportunities and limitations of marketing.

#### **4.9. Task Force Recommendations on Issues related to development**

1. *Community and regional foundation feedback indicates that we need to have dedicated work in advancement and public relations to ensure the community and our donors understand the process of differentiation and the changing identity and focus of the regional campuses.*

**Process Committee consensus:** The committee supports this recommendation. We note that this is already happening on the Regional Campuses and that the process of branding and moving forward on the issues related to development has not been idle. We encourage these development activities that continue to promote: the Regional System as a part of one great university, with the Miami Plan as its foundation for all students; the Regional System as one of two great choices for students at Miami University; the Regional System with high quality programs leading to an increasing number of bachelor and select master degrees; and Regional System students who complete those degrees enjoying high rates of placement in jobs or for advanced study.

----- (End of responses to General Charge 1) -----

## **2.A. Responses to the General Charges (continued):**

### **2. Identify additional issues and methods to address them.**

During committee deliberations, five issues that were not addressed by the Task Force or issues in need of further consideration were identified:

- a. Employee status and benefits. Significant concern was expressed on the part of Regional faculty and staff that they would possibly no longer be considered Miami University employees and that their benefits (e.g., health, tuition) would be modified or lost. The committee has been assured that all faculty and staff will continue to be Miami University employees and that they will continue to have the benefits they currently enjoy. The committee recommends that with roll out of an implementation plan, the university administration confirm and reinforce this assurance.
- b. Library Services. The committee recommends that, with a goal to improve all library services, a detailed examination of shared library services and lines of reporting be conducted. Budgets of the libraries in Oxford and the Regional System, the support services provided, and organizational structure should be part of that examination.
- c. RCM Budget. Currently, the Regional System is not a part of the standard RCM budget model, but rather pay a negotiated indirect cost to the university for support services. If there are any shifts in centralized services (increased or decreased), the committee recommends re-evaluating the indirect charges to ensure fairness and equitability. Further, as part of the feedback during public forums, there was a general lack of understanding of how the Regional System budget was formulated and executed. Because the budget is public information, the committee recommends that the appropriate staff from the budgeting and analysis offices in the Regional System and Oxford either hold faculty/staff forums or produce a document that describes the budgeting process. Such a process would remedy many of the misperceptions that continue to exist about the finances of the Regional Campuses.
- d. Capital Expenditures. The committee recommends that the appropriate staff from the budgeting and analysis offices in the Regional System and Oxford

develop clear guidelines for capital expenditures (e.g., needed facility improvements, new buildings, etc.) in the Regional System. The Regional System should then develop a strategic plan for capital expenditures based on projected enrollment and tuition revenue.

- e. Residential Options. The committee recommends exploring options with private enterprise or investors for limited residential options for Regional students. Similar to capital expenditures, the Regional System should develop a strategic analysis on the need (based on demand and market), required infrastructure (e.g., dining options, residence assistants, counseling, medical, etc.) that may not already exist, and expense/revenue projections.

### 3. Create proposed timelines and milestones for transitioning the Regional System.

There is a strong consensus that there should be a high level of urgency to form the new structure and complete the transition for the Regional System as quickly as possible. Therefore, the committee recommends the following timeline and milestones:

May, 2015: Decision made on overlying structure of the division (i.e., semi-autonomous or a division within Oxford Academic Affairs).

May, 2015: Implementation groups (e.g. academic affairs, business affairs, governance, etc.) established.

Sep, 2015: New underlying divisional structure (e.g, departments) approved by the Board of Trustees.

Dec, 2015: Draft governance and implementation plan approved by the Board of Trustees

July, 2016: Full implementation of Regional System begins as of FY17.

----- (End of responses to General Charges) -----

## B. Detailed Charges to the Committee:

*The following list of charges was extracted in summary form from the detailed memo to the Committee from Drs. Hodge and Gorman, dated 01 December 2014.*

### 1. Organization Structure and Governance:

*Charge to the Process Committee: Beyond the appointment of a vice president reporting directly to the president as the administrative leader, identify other structural changes necessary to ensure the future success of the Regional System.*

**Process Committee Response.** The committee spent a considerable amount of time and effort on this charge. The focus on administrative structure by the committee under this charge was on the academic division. The consensus was that the academic administrative structure of the Regional System was paramount to the deliberations for this and at least six of the other charges to the committee.

### 1. A single academic division and a new name.

The committee recommends a single academic division for the Regional System. The committee was encouraged to consider how the existing College of Professional Studies and Applied Sciences (CPSAS) might be redesigned to serve this purpose. This will require appropriately renaming (and, where necessary, revising the governance of) CPSAS to encompass all disciplines offered in the Regional System. The Committee recommends that a name that would best serve the Regional System and the university as a whole would be one that is not associated with disciplines, but perhaps with a person who best exemplifies the origins and mission of the Regional System.

There were three important individuals associated with Miami University who were responsible for the formation of the Regional Campuses. At the time of the establishment of the Regional Campuses, the chancellor of the Ohio Board of Regents was John Millett; the president of Miami University was Phillip Shriver; and the dean of educational services was Earl Thesken. The committee recommends that the university consider re-naming CPSAS after one of these individuals. The committee proposes that such a name would be attractive for marketing and development opportunities and would be a strong identifier of the distinctive mission and characteristics of the Regional System.

### 2. Guiding Principles to Establish an Academic Structure for the Regional System.

Two levels of administrative structure were identified as being critical to the success of the Regional System. The first level, the *underlying* level, is the departmental structure of the Regional System's academic division. This level concerns the structure of cognate groups and departments needed to house faculty in all disciplines. The second level is the *overlying* administrative structure. This level will determine whether the academic division is contained within the current Academic Affairs division in Oxford or is semi-autonomous and parallel to Oxford Academic Affairs. Prior to presenting proposed models of structures, and adhering to the notion that our considerations should be focused on what is the best for students, adheres to the Global Miami Plan, and is financially sustainable, the committee developed the following guiding principles for use in determining the final structures for the Regional academic division.

## **Guiding Principles to Establish an Academic Administrative Structure for the Regional System**

### **Relevant Charges to the Committee:**

1. "Beyond the appointment of a vice president reporting directly to the president as the administrative leader, identify other structural changes necessary to ensure the future success of the Regional System." (*Charge 1*)
2. "Please identify the steps needed to transition from our current arrangement...to a new arrangement whereby all (beyond those who might qualify for being grandfathered with tenure in an Oxford-based department) tenure-track faculty are located, evaluated, promoted, and tenured on a single campus." (*Charge 2*)
3. "As part of this consideration, please recommend additional departments or forms of support that may be needed to achieve this outcome." (*Charge 2*)
4. "[C]onsider how a separate but parallel promotion and tenure process for faculty on the regional campuses should be enacted". (*Charge 2*)
5. "[I]dentify additional issues regarding university-wide promotion and tenure that require resolution before a new process may be implemented." (*Charge 2*)
6. "[M]ake recommendations for how the regional campuses can ensure that the appropriate set of Global Miami Plan courses are offered to meet the needs of regional campus students and that existing and new courses are consistent with the stated Global Miami Plan learning objectives on the Oxford campus." (*Charge 3*)
7. "[I]dentify new and improved strategies to encourage students with a preference for beginning their college experience at the Miami Regional System and eventually earning a degree offered on the Oxford campus to be able to do so in a timely and fulfilling manner." (*Charge 4*)

### **Guiding Principles Used by the Committee:**

- A. Underlying departmental structures need to ensure the following:
  1. Appropriate tenure homes for all faculty members and disciplines.
  2. A rational structure that makes sense for different cognate areas.
  3. Administrative loads are balanced across Regional units (depts./schools/colleges).
  4. Opportunities for growth in innovative areas.
  5. Fair and effective evaluation, promotion, and tenure process.
  6. Relocation pathways for students remain open and transparent.
  7. RCM principles and practices meet university standards.
  8. The Global Miami Plan objectives are consistent with university standards.
- B. On whether to establish an overlying structure contained within the Academic Affairs division in Oxford or to establish a semi-autonomous Academic Affairs division in the Regional System parallel with Oxford, the following questions must be addressed:
  1. What are the financial implications of each structure?
  2. How does the promotion and tenure process need to be established to maintain current standards and ensure equity and fairness?
  3. What is the impact on Regional faculty's relationship with the cognate areas/departments in Oxford?
  4. What would diplomas and transcripts look like?
  5. Will this allow flexibility in offering degrees with the same or similar names between the Regional System and Oxford?
  6. Will this allow duplicate degree offerings (i.e., same curriculum and name) between the Regional System and Oxford?

### 3. Possible model for an underlying departmental structure.

Using the principles established above and considering current number of FTE faculty, number of majors, and number of course sections offered in Fall 2014, a model for an underlying departmental structure was developed for consideration (1=current department, 2=potential new department). However, we present this as one model and do not recommend a specific model. The consensus is that the implementation group should specify the final underlying structure, following the guidelines recommended above.

	<b>Faculty MUH</b>	<b>Faculty MUM</b>	<b>Faculty Total</b>	<b># of Majors (approx)</b>	<b># Sections (Fall '14)</b>
<b><i>"Regional" Division - Possible Cognate Areas and Current<sup>1</sup> or New<sup>2</sup> Departments</i></b>	<b>101</b>	<b>62</b>	<b>163</b>	<b>3669</b>	<b>1144</b>
<b><i>Humanities &amp; Creative Arts</i></b>	<b>34</b>	<b>18</b>	<b>52</b>	<b>761</b>	<b>365</b>
English <sup>2</sup>	13	7	20	100	164
Creative Arts & Media <sup>2</sup>	7	3	10	94	115
<i>(from ART, MUS, THE, MJF)</i>					
Humanities <sup>2</sup>	8	6	14	300	187
<i>(from CLS, HST, LAS, PHL, REL, Languages)</i>					
Integrative Studies <sup>1</sup>	6	2	8	361	14
<b><i>Math, Sciences, &amp; Engineering</i></b>	<b>31</b>	<b>18</b>	<b>49</b>	<b>913</b>	<b>411</b>
Computer & Information Technology <sup>1</sup>	8	3	11	320	35
Engineering Technology <sup>1</sup>	7	2	9	320	32
Life Sciences <sup>2</sup>	5	5	10	188	75
<i>(from BIO, MBI)</i>					
Physical Sciences <sup>2</sup>	4	5	9	67	70
<i>(from CHM, GLG, PHY)</i>					
Math + Stats <sup>2</sup>	7	3	10	37	98
<i>(from MTH, STA)</i>					
<b><i>Social Sciences, Commerce, &amp; Education</i></b>	<b>23</b>	<b>18</b>	<b>41</b>	<b>1365</b>	<b>293</b>
Business Technology <sup>1</sup>	6	5	11	208	72
Justice & Community Studies <sup>1</sup>	5	1	6	326	24
Education and Society <sup>2</sup>	4	4	8	506	124
<i>(from EDP, EDT, FSW, KNH)</i>					
Social Sciences <sup>2</sup>	8	8	16	325	73
<i>(from ATH, GEO, POL, PSY, SOC/GTY)</i>					
<b><i>Nursing<sup>1</sup></i></b>	<b>13</b>	<b>8</b>	<b>21</b>	<b>630</b>	<b>75</b>

#### 4. Two approaches for an overlying structure.

The question for the committee was to determine the most advantageous overlying structure to ensure the success of the Regional System. In order to meet or exceed the Task Force's recommended minimum number of 18-20 Regional four-year degrees, sufficient autonomy to determine demand, define marketability, develop curriculum, and propose degrees in traditional and emerging interdisciplinary areas will be required. This autonomy has been one of the key issues facing the Regional System since 2008, when the Board of Regents emphasized the need for regional campuses to focus on the development of four-year degrees to serve their communities and the State of Ohio.

Two approaches for an overlying structure were examined:

(1) At face value, the simplest approach would be to appropriately rename CPSAS and keep the college within the current Academic Affairs structure at the university as a "Regional College". The advantages of this approach include: lower administrative overhead; easier transition from CPSAS to the new, all-encompassing division; clear pathways in MUPIM for curriculum approval and promotion and tenure considerations; and a greater perception that the division is clearly part of the university. The disadvantages of this approach include: the possibility of insufficient autonomy to develop and offer traditional or duplicate named degrees (viewed as an advantage by some committee members); ambiguous reporting lines (e.g., if the VP of the Regional System reports to the President, would the VP also be the dean of the college and report in parallel to the Provost; or if the VP is not also the dean, to whom does s/he report – to the VP of the Regional System or to the Provost?); and a greater perception that the interests of the Oxford campus dominate decision-making for the Regional Campuses.

(2) A semi-autonomous model was also examined. In this case, a Regional System Academic Affairs division would be created in parallel with Oxford's Academic Affairs. This parallel academic division would oversee the activities of the appropriately renamed CPSAS, and the curricular approval and the promotion and tenure processes would merge at an appropriate level within the university (e.g., at the level of the Executive Vice President for Academic Affairs as well as the University Senate for curriculum and the University P&T for promotion and tenure). The advantage of this model to provide autonomy for the development of traditional and duplicate-named degrees would depend on the level at which curricular approval would merge. Additional advantages of this approach include: clear reporting lines (e.g., faculty to chairs, chairs to dean(s), dean(s) to VP of the Regional System, VP to President); and a recognition that the Regional System is a mature, semi-autonomous division that is still part of the university. The disadvantages of this approach include: a potentially higher level of divisional administrative and governance overhead; the need for changes in university governance; the need for faculty and staff to confront significant additional administrative change in the face of several other recent changes; and the perception that this is a mechanism to jettison the Regional Campuses from the university. The committee refers to this model as "semi-autonomous" because the

Regional System academic affairs division would still be part of Miami University, would still need to adhere to the principles of the Global Miami Plan, would still need to maintain clear paths of relocation to Oxford, and would still need to conduct governance and seek curricular approvals at the appropriate levels within the university.

The committee could not reach consensus on the issue of the overlying structure. After extensive discussion, the committee was nearly evenly split on which structure to recommend, with a slight bias toward the semi-autonomous model if the semi-autonomous model could guarantee sufficient independence to develop traditional and duplicate-named degrees. Since the overlying structure is critical to the success of the Regional System, the committee recommends that an executive team consider these two models and decide which path to take as soon as possible.

## 2. Faculty

*Charge to the Process Committee: Please identify the steps needed to transition from our current arrangement for tenure-track faculty (who teach on the regional campuses while being promoted and tenured on the Oxford campus) to a new arrangement whereby all (beyond those who might qualify for being grandfathered with tenure in an Oxford based department) tenure-track faculty are located, evaluated, promoted and tenured on a single campus.*

**Process Committee Response.** The current arrangement for faculty who teach at the Regional Campuses and are promoted and tenured on the Oxford campus is one where the Oxford department serves in an advisory role for hiring and an approval role for promotion and tenure.

To address the charge, the committee recommends that these roles be changed such that hiring, promotion, and tenure would be approved in one of the new Regional departments, but that the cognate Oxford departments would still serve in an as needed advisory role in both. The key step to this transition will be the formation of appropriate departmental homes for all faculty located on the Regional Campuses.

The committee recommends, in order to maintain appropriate disciplinary and scholarly connections between cognate areas in the Regional System and in Oxford and to continue to attract high-quality regional faculty, that new faculty hires in the Regional System who would teach Miami Plan courses or cross-listed courses in fields that have cognate departments in Oxford should be expected to have the credentials required for appointment as affiliate faculty in the appropriate Oxford-based department.

The committee recommends that current faculty whose tenure home is an Oxford department be offered a newly designated “Dual Appointment”. This appointment would provide for the same level of rights granted to the faculty in their current Oxford tenure homes, but also grant the rights and responsibilities of all faculty in the newly formed Regional departments. These faculty should be given a choice whether to remain in their tenure and promotion pathway or to switch to their new

unit in the Regional System, and should be offered the option to change from the Dual Appointment to have their primary appointment be in their Regional department and have an affiliate relationship with their Oxford department.

### 3. Curriculum

*Charge to the Process Committee: The Task Force presented two different approaches to the structure of the course catalog. Please evaluate these, or other options, to determine a recommended approach.*

**Process Committee Response.** The committee recommends retaining a common course catalog. Because the Global Miami Plan is basis of a Miami University education, and relocation pathways are to remain open and transparent, the consensus is that a common catalog, with departmental and/or location designations and appropriate cross-listings would best serve students. Based on consultation with the Registrar, separate course catalogs would also cause higher administrative costs and logistic overhead.

*Charge to the Process Committee: Given that the Global Miami Plan forms the foundation for a Miami undergraduate education, make recommendations for how the regional campuses can ensure that the appropriate set of Global Miami Plan courses are offered to meet the needs of regional campus students and that existing and new courses are consistent with the stated Global Miami Plan learning objectives on the Oxford campus.*

**Process Committee Response.** The committee recommends establishing a departmental structure similar to the model shown above that will provide for appropriate cognate areas to offer a broad range of Miami Plan courses. To maintain pathways to relocation, it will be critical for cognate areas to collaborate on aligning Miami Plan offerings for at least the first two years of a four-year program, so that students may relocate to an Oxford department or program without loss of credits or requirements. Regardless of which overlying model (i.e., Regional College or Semi-autonomous division) is chosen, the course approval process must account for and enforce the principles and policies of the Miami Plan.

*Charge to the Process Committee: Identify an approach to evaluating the demand for existing and new degrees, with particular attention to how the implementation of novel and interdisciplinary approaches to the curriculum can be implemented. Consider how these new programs will meet the needs of the students and surrounding communities in ways that are consistent with the regional and Oxford campuses maintaining their distinctive identities.*

**Process Committee Response.** The committee recommends that the process currently used by CPSAS should also be used going forward to evaluate demand for existing and new degrees.

The current process for CPSAS degree development begins with assessing local, state, and national trends in order to determine the potential demand for the

degree with students and the demand for graduates with the degree from employers. Existing faculty resources are also considered to determine if the degree can be initiated with few or no new faculty resources. Potential demand for the degree with students is assessed through discussions with admissions counselors and advisors, examination of numbers of majors in related programs at Miami, and examination of numbers of majors in related associates degree programs both at Miami and nearby community colleges. Section 4.2 of the Ohio Board of Regents degree proposal form requires a description of “how the proposed program aligns with the institution’s mission.” For CPSAS, we describe in this section how the program provides academic programs to meet the needs of the region -- a mission that is specific to the Regional Campuses. Section 4.2 also asks whether the institution has performed a needs assessment or market analysis, and whether industry experts or advisory boards were consulted. For many of the proposed degrees, regional industry experts, Regional Campuses citizens’ advisory councils, and departmental advisory councils when appropriate were consulted, so the reported information in Section 4.2 is specifically informed by the regional community. In these ways, then, demonstrating demand from students and employers and reiterating the distinctive identity of the Regional Campuses are key components in every proposal. The process committee recommends that section 4.2 continue to be utilized in this way, with particular attention to the distinctive mission of the Regional Campuses.

When, as in the case with the proposed Health Communication degree, existing faculty resources are minimal and the degree would be strengthened and made unique by an interdisciplinary approach, the degree is crafted using multiple disciplines in both the core requirements and the advanced electives. Oxford divisions and departments that have courses in the core requirements are consulted for input at various stages: first, in the early stages of considering the possibility of the degree; later, when the curriculum is being revised and formulated; and finally, through the formal processes of consultation with the CPSAS curriculum committee, the Council for Undergraduate Curriculum, Council of Academic Deans, and approval at the University Senate, Board of Trustees, and Ohio Board of Regents.

*Charge to the Process Committee: Identify a process for approving new degrees at the university level, especially when a duplicate degree may be proposed.*

**Process Committee Response.** Depending on the overlying structure chosen (i.e., Regional College or Semi-autonomous division), the committee recommends two possible approaches.

(1) “Regional College”: A process for developing “duplicate” degrees (degrees that might have the same or very similar names as ones offered in Oxford and

utilizing core courses from an Oxford department) would continue to go through the current divisional approval process. A Regional College that is inclusive of all Regional faculty will require a curriculum committee that is more representative than the current CPSAS curriculum committee and is thus better equipped to evaluate the quality and rigor of a “duplicate” degree. The degree would then go on to follow the same process of formal consultation and approval with the aforementioned governing bodies. This model appears to contain the same challenges for degree duplication that currently exist. Provost-level support would be necessary at COAD, CUC, and Senate to enable Regional Campus success.

The approval pathway would be as follows: Regional Department -> Regional College -> Council for Undergraduate Curriculum -> Council of Academic Deans -> University Senate -> President -> Board of Trustees -> Ohio Board of Regents and the Higher Learning Commission.

(2) “Semi-Autonomous” Academic Affairs Division: A “duplicate” degree would first be considered at the divisional level, and again, with new departmental structures and an inclusive Regional System academic division, this divisional committee will have the necessary representation to evaluate a duplicate degree. The next step (Council for Undergraduate Curriculum), however, would depend on whether a Regional Campus Faculty Senate was established. Because CUC is a University Senate committee, if a Regional Senate was established, the Regional Senate could have its own CUC or a version of it (how such a committee would provide a different perspective than the divisional curriculum committee, though, would need to be considered). If the semi-autonomous model includes participation in COAD, the degree would then move from the Regional CUC to COAD. At this stage, objections from deans to duplication would need to be addressed by the Provost and the Regional System VP in order to enable Regional Campus success. If the semi-autonomous model functions outside of COAD, then the degree would move from the Regional Faculty Senate to University Senate or directly to the President.

The approval pathway would be as follows: Regional Department -> Regional College -> Regional Undergraduate Curriculum Council -> Regional Senate -> Provost -> President -> Board of Trustees -> Ohio Board of Regents and the Higher Learning Commission.

#### **4. Inter-campus Enrollment Strategies**

*Charge to the Process Committee: As recommended by the Task Force, identify new and improved strategies to encourage students with a preference for beginning their college experience at the Regional System and eventually earning a degree offered on the Oxford campus to be able to do so in a timely and fulfilling manner. These*

*strategies should include steps for expanding the TOP program leading to additional pathways between the Regional and Oxford campuses.*

**Process Committee Response.** The committee recommends several strategies to address this charge.

- (1) Collaboration is needed between newly created Regional departments and cognate departments in Oxford to align curriculum in the first two years to the Miami Plan and to create clear pathways for relocation.
- (2) Clarify relocation pathways through better and enhanced advising, and simplify forms and procedures for cross-campus registration.
- (3) Examine a “Bridge to Oxford” type program that would use funds to help students defray the cost differential of tuition upon relocation.
- (4) Place no additional limits to swirling for Regional Campus students.
- (5) Consider expanding the TOP program by marketing it in its current form to high-achieving Regional students who are declaring majors offered in Oxford. These students could be recruited in the summer and join the regular TOP program students (recruited through the Oxford waitlist) at the start of the fall semester. Although any Regional student can complete 16 hours and have a 2.0 GPA to relocate, students added to the TOP program would have the support of the TOP advisor, a planned core of classes in their first semester, and guaranteed space in the residence halls upon relocation (assuming availability -- current and future residence space might need to be assessed prior to expanding TOP).
- (6) Explore, with private enterprise or investors, a limited amount of residential options for students. This will make the Regional System more attractive for students placed in TOP and for students who are seeking a more residential college experience.

*Charge to the Process Committee: As recommended by the Task Force, in order to accommodate specific needs for individual students, please consider alternatives for allowing students on one campus to take a limited set of courses on a different campus without additional tuition charges. Please be sensitive to the unique needs of the nontraditional students and consider ways to increase our investment in the development of online learning opportunities to meet the needs of students bound by time and place.*

**Process Committee Response.** The committee recommends the following two strategies.

- (1) Place no additional limits on swirling, with the caveat that students should not be permitted to temporarily switch campus of location from Oxford to one of the Regional Campuses to gain a tuition benefit (e.g., during winter or summer terms).
- (2) Support Miami’s Regional E-Learning Office work on the development of online learning opportunities. E-Learning has been working strategically to cultivate a vibrant online campus experience and foster the development of online learning opportunities to meet the diverse needs of Regional students. Among the

strategies under consideration are the creation of unique Regional-specific online programs; increases in online course fees to provide Regional E-Learning with revenue with which to expand instructional design resources; sharing of salary costs with Regional departments for department-specific instructional designers; and changes to online tuition to be more competitive with similar institutions. As with duplicate degrees, support for online course development needs to happen at a high level to enable the development and offering of online courses from Oxford departments.

**5. In addition to the above issues, please address the more focused issues listed below as well as other important issues that emerge as a result of your work.**

*Charge to the Process Committee: Accreditation with the Higher Learning Commission: Confirm the recommendation of the Task Force that not pursuing separate accreditation is the better course of action, at least for the near term.*

**Process Committee Response.** The committee confirms that the university should not pursue separate accreditation at this time, but recognizes this may need to be reconsidered in the future.

*Charge to the Process Committee: Diplomas and Transcripts: Given the Task Force recommendation of consistency between the practice of identifying the location of one's degree on a diploma or transcript, how might diplomas and transcripts be designed to properly convey the autonomy and connection between the Oxford and regional campus units?*

**Process Committee Response.** The committee recommends continuing to list the academic division of student on the diploma for all students. The committee did not reach consensus as to whether the division or campus should be included on the transcript. The location of the degree is based on the location of degree conferral, which is currently in Oxford. The committee notes that if the Regional Campus holds commencement in the future, the diploma would include the location of conferral of degree. Establishing a departmental structure appropriate for all disciplines in a "Regional College" or a "Semi-autonomous" Regional Academic Affairs division will serve to identify both the autonomy and connections of the Regional Campus units.

## APPENDIX

The following documents are relevant to the committee's deliberations and process and can be found on the [Process Committee's website](#).

[<www.RegionalSystem.miamioh.edu/regionalupgrade/process-committee/>](http://www.RegionalSystem.miamioh.edu/regionalupgrade/process-committee/)

1. Charge to the Regional Campuses Process Committee
2. Process Committee members
3. Dates and locations of public forums
4. Meeting agendas and minutes
5. Public Comments
  - a. John Krafft
  - b. Theresa Kulbaga
  - c. Amy Lamborg
  - d. Eric Luczaj
  - e. Robert Rusbosin
  - f. Virginia Wickline
  - g. David Woods
  - h. Hamilton City Mayor
  - i. Greater Hamilton Chamber of Commerce
  - j. Hamilton Community Foundation
  - k. Citizens' Advisory Councils of Miami University Hamilton and Middletown
6. Information on university budgets and the Regional Campuses

# New Residence Hall Site Selection

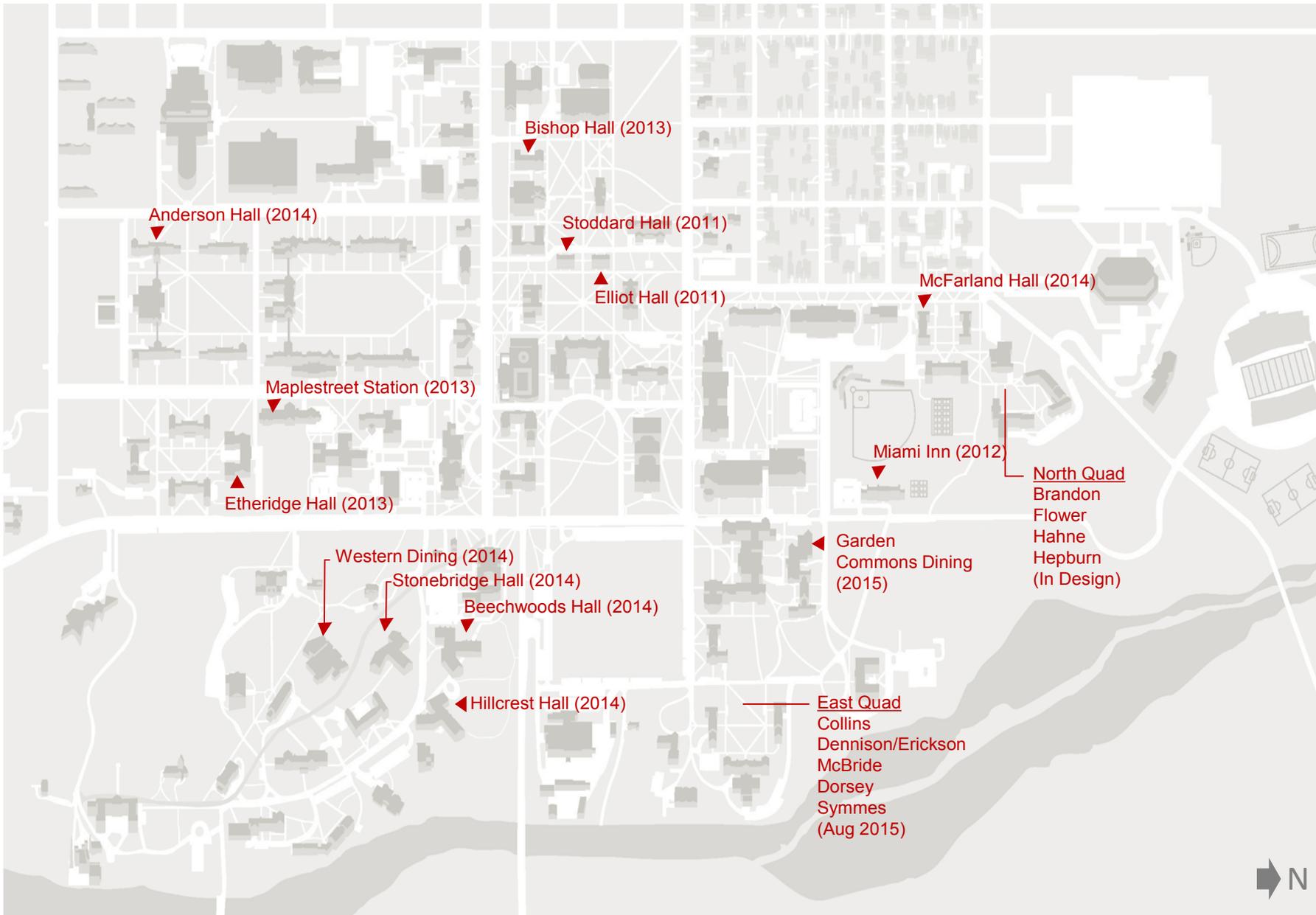
# Current Campus Plan

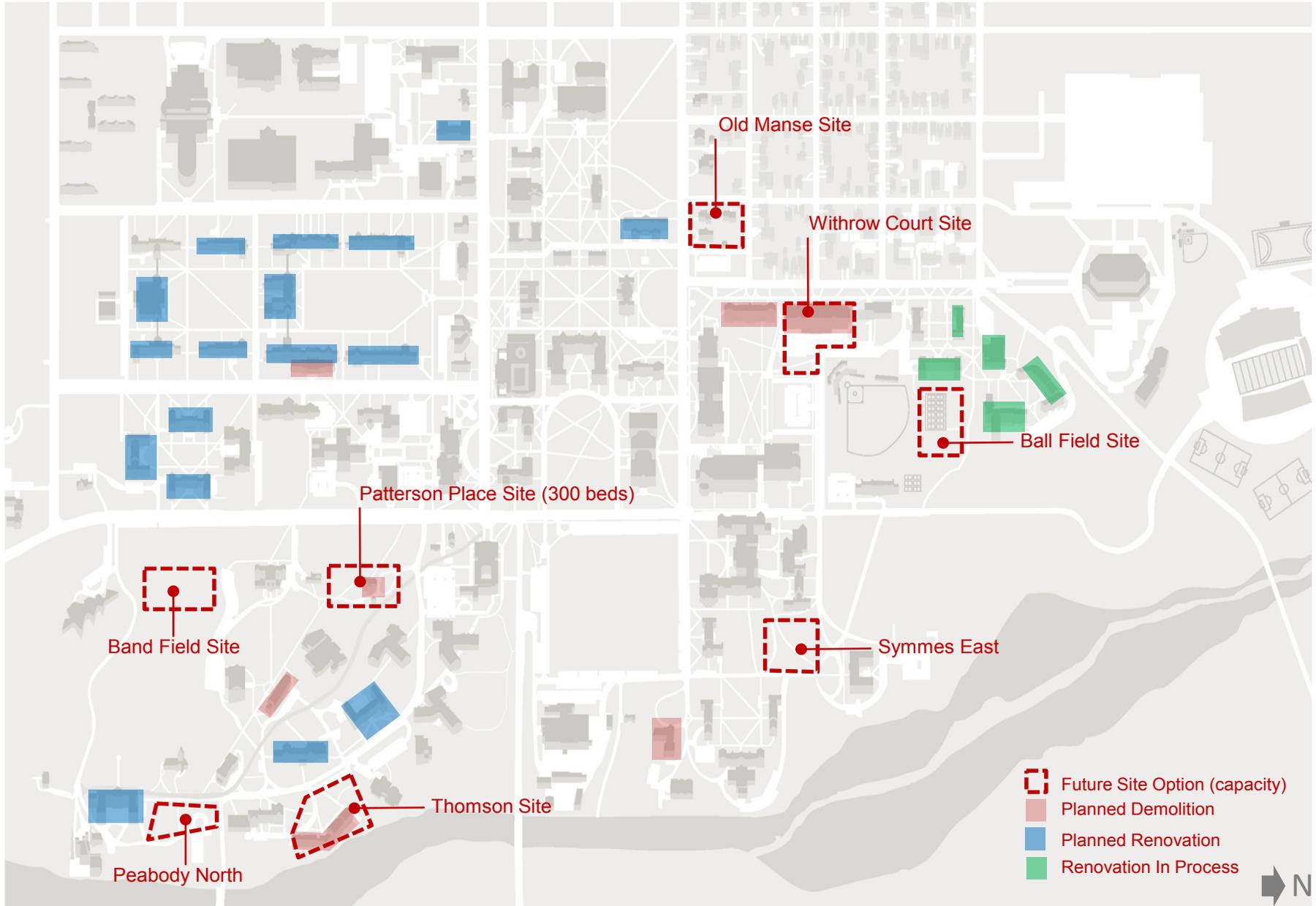


# Long Term Campus Use Plan

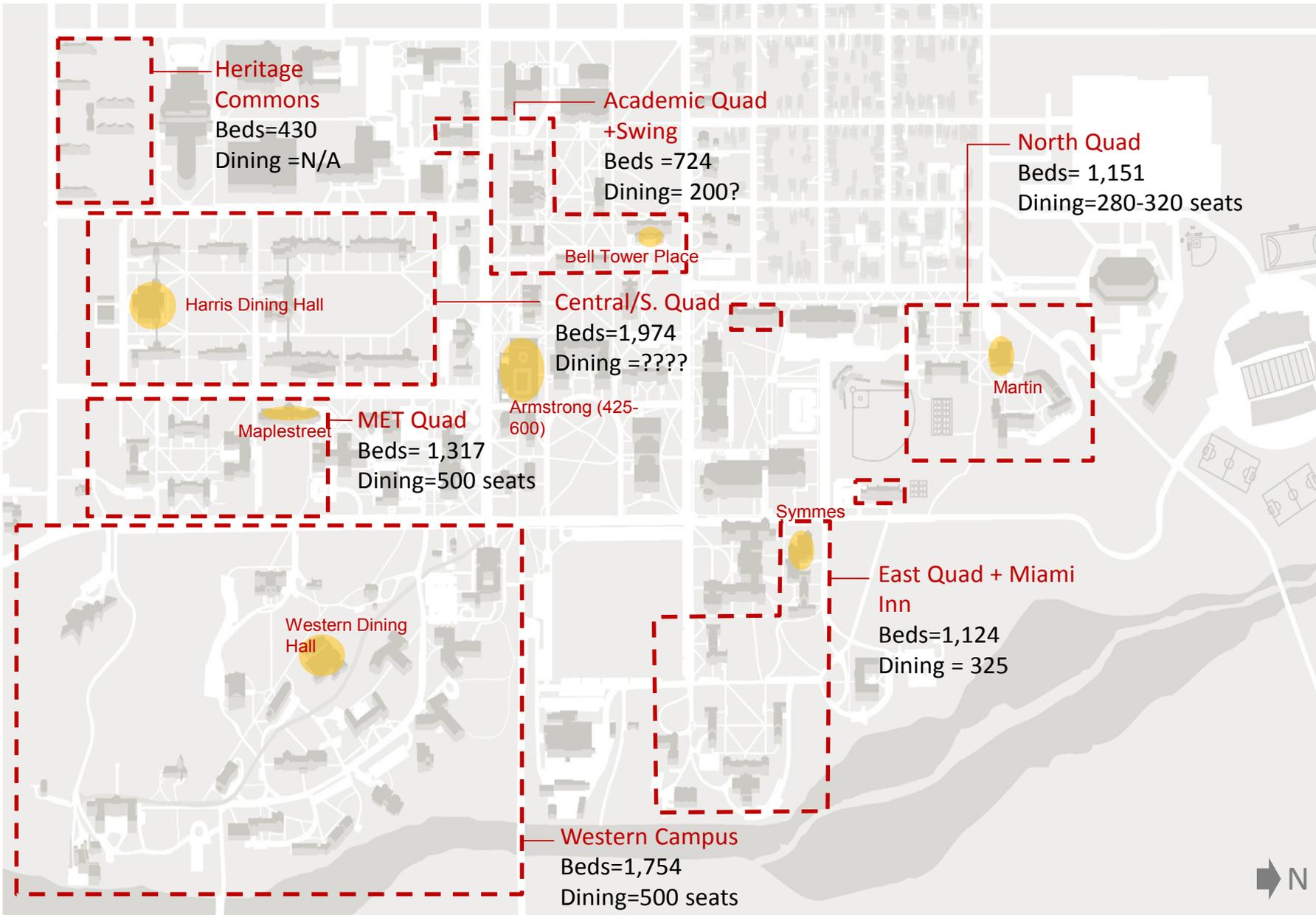


# Completed 2011 Master Plan Projects through 2015

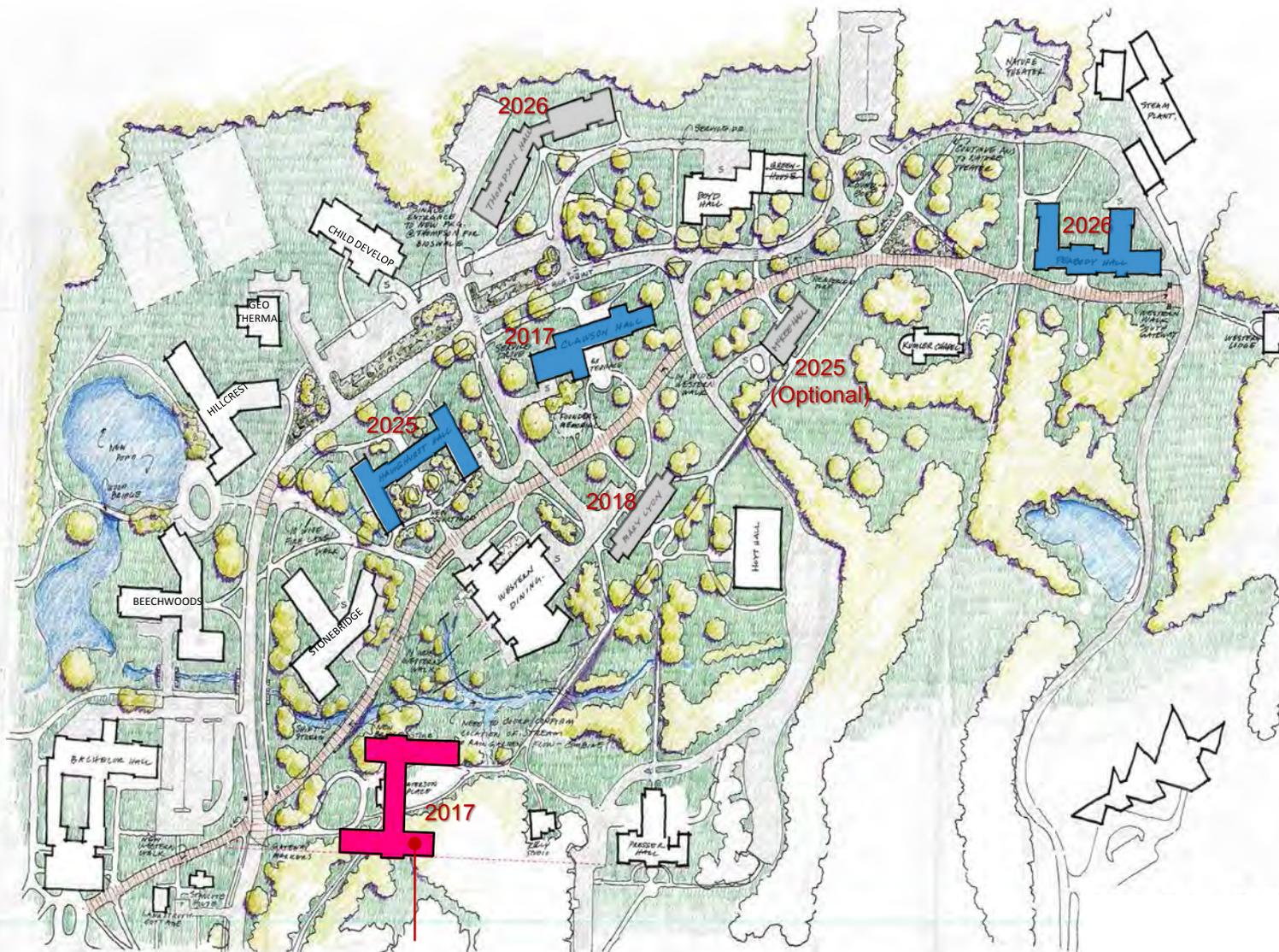




# Neighborhood Populations and Dining Capacity (2015)



# Western Campus 2017-2026 Activity



New Patterson Residence Hall (300 beds)

2017 Bed Capacity	
New Patterson	300
Stonebridge	265
Beechwoods	263
Hillcrest	267
Havighurst	327
Clawson (being reno)	0
Mary Lyon	81
McKee	77
Thomson	200
Peabody	151
<b>Total Beds</b>	<b>1,931</b>
Western Dining Capacity 500 seats x 2.5 turns = 1,250	



# Questions?

## FY 2016 Miscellaneous Fee Summary

Table 1: New Fee Revenue

Division	Non Course related		Course related	
	Estimated Revenue	Fee Count	Estimated Revenue	Fee Count
CAS	\$ -	-	\$ 1,365	2
EHS	\$ -	-	\$ 3,300	4
Creative Arts	\$ -	-	\$ 14,422	15
Regional	\$ -	-	\$ 4,575	4
<b>Total</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 23,662</b>	<b>25</b>

Table 2: Revenue from Fee Increases

Division	Non Course related		Course related	
	Estimated Revenue	Fee Count	Estimated Revenue	Fee Count
CAS	\$ -	-	\$ 560	1
FSB	\$ -	-	\$ 7,200	6
Creative Arts	\$ -	-	\$ 6,032	9
Regional	\$ -	-	\$ 430,600	6
Student Affairs	\$ -	1	\$ -	-
Goggin	\$ 2,960	6	\$ 4,332	1
Rec Sports	\$ 18,884	18	\$ 3,600	6
<b>Total</b>	<b>\$ 21,844</b>	<b>25</b>	<b>\$ 452,324</b>	<b>29</b>

Table 3: Total Revenue from New Fees and Fee Increases

Division	Non Course related		Course related		Total	
	Estimated Revenue	Fee Count	Estimated Revenue	Fee Count	Estimated Revenue	Fee Count
FSB	\$ -	-	\$ 7,200	6	\$ 7,200	6
CAS	\$ -	-	\$ 1,925	3	\$ 1,925	3
EHS	\$ -	-	\$ 3,300	4	\$ 3,300	4
Creative Arts	\$ -	-	\$ 20,454	24	\$ 20,454	24
Regional	\$ -	-	\$ 435,175	10	\$ 435,175	10
Student Affairs	\$ -	1	\$ -	-	\$ -	-
Goggin	\$ 2,960	6	\$ 4,332	1	\$ 7,292	7
Rec Sports	\$ 18,884	18	\$ 3,600	6	\$ 22,484	24
<b>Total</b>	<b>\$ 21,844</b>	<b>25</b>	<b>\$ 475,986</b>	<b>54</b>	<b>\$ 497,830</b>	<b>79</b>

Table 4: Year over Year Comparison of Miscellaneous Fees

Non course related	AY14-15	AY15-16	Variance
New Fee	15	0	-15
Increase	30	25	-5
Decrease	5	0	-5
Elimination	12	12	0
Existing Fee not changed	301	321	20
<b>Total</b>	<b>363</b>	<b>358</b>	<b>-5</b>
Course Related	AY14-15	AY15-16	Variance
New Fee	25	25	0
Increase	34	29	-5
Decrease	1	2	1
Elimination	5	17	12
Existing Fee not changed	395	417	22
<b>Total</b>	<b>460</b>	<b>490</b>	<b>30</b>
Course and non-course related total	AY14-15	AY15-16	Variance
New Fee	40	25	-15
Increase	64	54	-10
Decrease	6	2	-4
Elimination	17	29	12
Existing Fee not changed	696	738	42
<b>Total</b>	<b>823</b>	<b>848</b>	<b>25</b>

Miami University  
APPROPRIATION ORDINANCE  
2015-2016 Academic Year

WHEREAS, the University is committed to providing affordable access to the highest quality education and services to its students; and

WHEREAS, the University is authorized by the Ohio General Assembly to authorize user fees for services not generally covered by tuition or not uniformly assessed to all students;

BE IT ORDAINED: by the Board of Trustees that the following miscellaneous fees will be in effect for academic year 2015-2016, except as otherwise specified. The fees apply to all campuses, except as otherwise specified.

New Fee
Fee Increased
Fee Decreased/Removed
Clarification
Existing Fee Not Changed

Fee	2014-2015	Proposed 2015-2016
<b>Admission Fee</b>		
Oxford Campus Enrollment Fee (Note 1)	95.00	95.00
University Contract Confirmation Deposit (1) Hamilton and Middletown Campuses	330.00	330.00
	15.00	15.00
<b>Application Fee</b>		
Oxford Campus-Admission to Undergraduate Programs	50.00	50.00
Oxford Campus-Transient Students	50.00	50.00
Oxford Campus-Unclassified Students	50.00	50.00
Oxford Campus-International Students	70.00	70.00
Oxford Campus-Admission to Graduate Degree Programs	50.00	50.00
Oxford Campus-Admission to Graduate Non-Degree Status	20.00	20.00
Hamilton and Middletown Campuses	20.00	20.00
<b>Bursar Miscellaneous Charges</b>		
Late Payment	150.00	150.00
Late Registration (each Monday after the final date, an additional \$27.00)	27.00	27.00
<b>Business School Premium</b>		
Oxford Campus Business School Courses, per credit hour	100.00	100.00
<b>Career Exploration and Testing Center Charges</b>		
Enrollment in EDL100 for Myers-Briggs and Strong Interest Testing (three standardized career assessments)	32.00	32.00
Career Testing, each career assessment	16.00	16.00
<b>Child Care Programs-Hamilton Campus-Faculty/Staff</b>		
Two Day Semester Rate	1683.00/1346.00	1683.00/1346.00
Three Day Semester Rate	2218.00/1775.00	2218.00/1775.00
Full-time Rate (4/5 day)	2907.00/2325.00	2907.00/2325.00
Registration, one child/each additional	50.00/30.00	50.00/30.00
<b>Child Care Programs-Hamilton Campus-Students</b>		
Two Day Semester Rate	1300.00/1040.00	1300.00/1040.00
Three Day Semester Rate	1912.00/1530.00	1912.00/1530.00
Full-time Rate (4/5 day)	2600.00/2080.00	2600.00/2080.00
Registration, one child/each additional	50.00/25.00	50.00/25.00
<b>Chinese Proficiency Tests - Confucius Institute</b>		
Chinese Proficiency Test (HSK, BCT, and YCT) -- fee based on candidate's level and test module	20.00 - 70.00	20.00 - 70.00
<b>Code of Conduct Violations</b>		
Ethics and Integrity Mandatory Program	200.00	200.00
Code of Conduct Administration Charges, per incident	50.00	50.00
<b>Commencement/Degree Application Fee</b>		
Doctoral Degree-Diploma and Hood	200.00	200.00
Certificate Program	10.00	10.00
Associate's and Bachelor's Degrees (2)	35.00	35.00
Master's and Specialist's Degrees (2)	35.00	35.00
Diploma Replacement (re-issue)-Without Case	29.00	29.00
Diploma Replacement (re-issue)-With Case, Undergraduate	34.00	34.00
Diploma Replacement (re-issue)-With Case, Master's	34.00	34.00
Thesis Microfilming and Binding	80.00	80.00
<b>Community Engagement and Services</b>		
Community Plunge (early move-in experience)	130.00	130.00
Service Learning Courses Utilizing Community Engagement and Services Office	50.00	50.00
<b>Compass Assessment-Hamilton and Middletown Campus</b>		
Compass Assessment Retake Fee-one per semester, per subject -- NOTE: Non-Refundable	10.00	10.00
<b>Computer Printing Charge</b>		
Computer Printing Charge-Black and White, per copy	0.10	0.10
Computer Printing Charge-Color, per copy	0.25	0.25
<b>Conference Fee</b>		
PerImutter Conference No Show Fee (13)	21.00	21.00
<b>Credit Workshops</b>		
iDiscovery Program Fee	150.00	150.00
Program Fee	0.00 - 15,000.00	0.00 - 15,000.00
<b>Data and Video Network</b>		
Workstation Remediation Fee for Non-Miami Laptops	100.00	100.00
Network copyright notification-First incident	100.00	100.00
Network copyright notification-Second incident and more	200.00	200.00
Fee for Non-warranty computer and associated repair (including labor)	Actual Cost	Actual Cost
<b>Data and Video Network-Technology Fee (Undergraduate and Graduate, Fall and Spring Semester Only)</b>		
Oxford Campus Technology Fee-Per Credit Hour-Students admitted in AY2009-AY2010 and thereafter, up to 12 credit hours per semester	9.50	9.50
Oxford Campus Technology Fee-Per Credit Hour-Students admitted in AY2008, up to 12 credit hours per semester	9.00	9.00
Oxford Campus Technology Fee-Per Credit Hour-Students admitted prior to AY2008, up to 12 credit hours per semester	8.50	8.50
Oxford Off-Campus Network Service Fee-Per Credit Hour-Students admitted in AY2009-AY2010 and thereafter, up to 12 credit hours per semester	14.00	14.00

Oxford Off-Campus Network Service Fee-Per Credit Hour-Students admitted in AY2008, up to 12 credit hours per semester	13.50	13.50
Oxford Off-Campus Network Service Fee-Per Credit Hour-Students admitted prior to AY2008, up to 12 credit hours per semester	13.00	13.00
Regional Campuses Network Fee-Per Semester Fee-Per Semester	18.00	18.00
<b>Diversity Affairs</b>		
MADE Deposit	60.00	60.00
<b>E-Learning-Hamilton and Middletown Campus</b>		
All online, partially online (hybrid), and interactive video courses per credit hour	10.00	35.00
<b>English Department</b>		
English-Proficiency Exam	30.00	30.00
<b>English Language Center</b>		
English Language Center Program Fee	1,000.00	1,000.00
English Language Center Intensive English Program Fee (19 contact hours)	6,600.00	6,600.00
<b>Facility Fee</b>		
Armstrong Student Center Facility Fee-Oxford Undergraduates, full-time taking 12 or more credit hours per semester	110.00	110.00
Armstrong Student Center Facility Fee-Oxford Undergraduates, full-time taking 12 or more credit hours per semester, per year (2 semesters)	220.00	220.00
Armstrong Student Center Facility Fee-Oxford Undergraduates, part-time taking 1-11 credit hours, per credit hour	9.16	9.16
Armstrong Student Center Facility Fee-Oxford Graduate Students, full-time taking 12 or more credit hours per semester	55.00	55.00
Armstrong Student Center Facility Fee-Oxford Graduate Students, full-time taking 12 or more credit hours per semester, per year (2 semesters)	110.00	110.00
Armstrong Student Center Facility Fee-Oxford Graduate Students, part-time taking 1-11 credit hours, per credit hour	4.58	4.58
<b>Fine Arts Program Fee</b>		
Architecture/Interior Design Majors, per semester	50.00	50.00
Music Majors, per semester	50.00	50.00
<b>Goggin Ice Center</b>		
Facility Fee-Oxford Undergraduates, per semester	60.00	60.00
Facility Fee-Oxford Undergraduates, per year	120.00	120.00
Facility Fee-Oxford Graduate students, per semester	30.00	30.00
Facility Fee-Oxford Graduate students, per year	60.00	60.00
Intramural Leagues-Broomball (10 games)		200.00
Intramural Leagues-Hockey (10 games)		500.00
Intramural Leagues-Broomball (2 seasons with 6 games each)	145.00	150.00
Intramural Leagues-Broomball (1 season with 8 games each)	170.00	175.00
Intramural Leagues-Hockey (2 seasons with 6 games each)	350.00	360.00
Intramural Leagues-Hockey (1 seasons with 8 games each)	400.00	410.00
<b>Global Initiatives</b>		
International Student Exchange Student Deposit	1,000.00	1,000.00
International Sponsored Student Fee - Per Semester	500.00	500.00
Credit Workshop Instructional Fees Set by Senior Vice President for Finance and Business Services or designee		-
Credit workshop Non-credit Program Enrollment Fee	0.00 - 3,500.00	0.00 - 3,500.00
Credit workshop Non-credit Program Materials Fee	0.00 - 350.00	0.00 - 350.00
International Student-Two-week August, undergraduate	115.00	115.00
International Student-One-week Spring Semester, undergraduate	55.00	55.00
International Student-One-week, graduate Student	55.00	55.00
On-Campus Workshop Administrative Fee	25.00	25.00
Study Abroad/Away workshop Administration Fee	125.00	125.00
International Exchange Study Abroad Administration Fee	125.00	125.00
<b>Identification Card Replacement Charge</b>		
Identification Card Replacement Charge-Hamilton Campus	20.00	20.00
Identification Card Replacement Charge-Middletown Campus	20.00	20.00
Identification Card Replacement Charge-Oxford Campus	35.00	35.00
<b>International Student Exchange Deposit</b>		
Exchange Student Deposit-Business (12)	1,000.00	1,000.00
<b>Intrafraternity Council</b>		
Sorority Recruitment	30.00	30.00
Fraternity Recruitment	30.00	30.00
<b>Learning Assistance Tutoring Charges</b>		
Learning Assistance-Oxford Campus-Tutoring sessions-no show fee	15.00	15.00
<b>Library Fines and Fees</b>		
3D Printing	\$0.25 per gram	\$0.25 per gram
Digital Translator Replacement Fee	160.00	160.00
Miami Libraries-Overdue Books, per book/per day	0.50	0.50
Miami Libraries-Overdue Books, per book maximum	15.00	15.00
Miami Libraries-Recalled Books, per book (student)/per day	0.75	0.75
Miami Libraries-Recalled Books, per book (student)/maximum	24.25	24.25
Miami Libraries-Overdue Reserved Materials, first hour	2.50	2.50
Miami Libraries-Overdue Reserved Materials, each additional hour	0.75	0.75
Miami Libraries-Overdue Reserved Materials, maximum	24.25	24.25
Miami Libraries-Replacement, per book, actual cost	actual cost	actual cost
Miami Libraries-Replacement, per book, minimum	75.00	75.00
Miami Libraries-Replacement, per book, cataloging and processing	30.00	30.00
Miami Libraries-Replacement, per book, billing	10.00	10.00
OhioLINK Overdue Books, per book/per day (1-30 days)	0.50	0.50
OhioLINK Overdue Books, per book/per day (31st day), late/overdue	35.00	35.00
OhioLINK Overdue Books, per book/Maximum	50.00	50.00
OhioLINK, Replacement, per book	75.00	75.00
OhioLINK, Replacement, per book, cataloging and processing fee,	25.00	25.00
Miscellaneous Library Fees-Storage locker keys (replacement)	7.00	7.00
Miscellaneous Library Fees-Private Study Carrels (re-key for lost key)	25.00	25.00
Laptop Computer or Digital Camera (in library use only)-Up to three hours (requires Miami ID and one other form of ID)	-	-
Laptop Computer or Digital Camera (in library use only)-Billing fee (non-refundable) (6)	25.00	25.00
Laptop Computer or Digital Camera (in library use only)-Overdue laptop, per hour (maximum of \$100.00)	5.00	5.00
Laptop Computer or Digital Camera (in library use only)-Replacement charge laptop - Windows	1,000.00	1,000.00
Laptop Computer or Digital Camera (in library use only)-Replacement charge laptop - Macintosh	1,300.00	1,300.00
Laptop Computer or Digital Camera (in library use only)-Replacement Charge-Digital Camera	150.00	150.00
Laptop Computer or Digital Camera (in library use only)-Replacement Charge-Digital Camera Accessories (at cost)	at cost	at cost
iPad-(in library use only)-Up to three hours (requires Miami ID and one other form of ID)	-	-
iPad-(in library use only)-Billing fee (non-refundable) (6)	25.00	25.00
iPad-(in library use only)-Overdue iPad, per hour (maximum of \$100.00)	5.00	5.00
iPad-(in library use only)-Replacement charge iPad	900.00	900.00
Study Room Keys-Overdue charge, per hour	0.50	0.50
Study Room Keys-Maximum	15.00	15.00
Study Room Keys-Replacement Cost	10.00	10.00

Study Room Keys-Processing Fee	10.00	10.00
Network Cables-Overdue charge, per hour	0.50	0.50
Network Cables-Maximum	15.00	15.00
Network Cables-Replacement cost	5.00	5.00
Network Cables-Processing fee	10.00	10.00
Head Phones-Overdue charge, per hour	0.50	0.50
Head Phones-Maximum	15.00	15.00
Head Phones-Replacement cost	10.00	10.00
Head Phones-Processing fee	10.00	10.00
Microphone for Mac or PC (three hour loan; no charge)	-	-
Microphone for Mac or PC, Overdue charge, per hour	0.50	0.50
Microphone for Mac or PC, Maximum	15.00	15.00
Microphone for Mac or PC, Replacement cost	15.00	15.00
Microphone for Mac or PC, Processing fee	10.00	10.00
Firewire Cable (four hour loan; no charge)	-	-
Firewire Cable, Overdue charge, per hour	0.50	0.50
Firewire Cable, Maximum	15.00	15.00
Firewire Cable, Replacement cost	5.00	5.00
Firewire Cable, Processing fee	10.00	10.00
Video Monitor Cable (three hour loan; no charge)	-	-
Video Monitor Cable, Overdue charge, per hour	0.50	0.50
Video Monitor Cable, Maximum	15.00	15.00
Video Monitor Cable, Replacement cost	5.00	5.00
Video Monitor Cable, Processing fee	10.00	10.00
Portable DVD Player (four hour loan; no charge)	-	-
Portable DVD Player, Overdue charge, per hour	0.50	0.50
Portable DVD Player, Maximum	15.00	15.00
Portable DVD Player, Replacement cost	150.00	150.00
Portable DVD Player, Processing fee	10.00	10.00
Digital Voice Recorder (four hour loan; no charge)	-	-
Digital Voice Recorder, Overdue charge, per hour	0.50	0.50
Digital Voice Recorder, Maximum	15.00	15.00
Digital Voice Recorder, Replacement cost	65.00	65.00
Digital Voice Recorder, Processing fee	25.00	25.00
Laptop/data projector (24 hour loan; no charge)	-	-
Laptop/data projector, Overdue charge, per hour	0.50	0.50
Laptop/data projector, Maximum	15.00	15.00
Laptop/data projector, Replacement cost	500.00	500.00
Laptop/data projector, Processing fee	30.00	30.00
Portable Public Address System (24 hour loan; no charge)	-	-
Portable Public Address System, Overdue charge, per hour	0.50	0.50
Portable Public Address System, Maximum	15.00	15.00
Portable Public Address System, Replacement cost	100.00	100.00
Portable Public Address System, Processing fee	30.00	30.00
Camera Tripod (24 hour loan; no charge)	-	-
Camera Tripod, Overdue charge, per hour	0.50	0.50
Camera Tripod, Maximum	15.00	15.00
Camera Tripod, Replacement cost	30.00	30.00
Camera Tripod, Processing fee	10.00	10.00
Tripod Dolly (24 hour loan; no charge)	-	-
Tripod Dolly, Overdue charge, per hour	0.50	0.50
Tripod Dolly, Maximum	15.00	15.00
Tripod Dolly, Replacement cost	60.00	60.00
Tripod Dolly, Processing fee	10.00	10.00
Steady Cam (24 hour loan; no charge)	-	-
Steady Cam, Overdue charge, per hour	0.50	0.50
Steady Cam, Maximum	15.00	15.00
Steady Cam, Replacement cost	150.00	150.00
Steady Cam, Processing fee	10.00	10.00
Miscellaneous Items for Sale-Earplugs, per pair	0.25	0.25
Miscellaneous Items for Sale-DVD, blank	1.00	-
Miscellaneous Items for Sale-Zip Disk, blank	1.00	-
Miscellaneous Items for Sale-Mini DVD tape, blank	3.00	-
Miscellaneous Items for Sale-CD, blank	1.00	1.00
Miscellaneous Items for Sale-Data storage device (Jump Drive)	15.00	15.00
Miscellaneous Items for Sale-Batteries	at cost	at cost
Audio/Visual Services-Overdue videos, per item/per day	2.50	-
Audio/Visual Services-Maximum	15.00	-
Financial Calculator (24 hour loan; no charge)	-	-
Financial Calculator Overdue charge, per hour	0.50	0.50
Financial Calculator, Maximum	15.00	15.00
Financial Calculator, Replacement cost	60.00	60.00
Financial Calculator, Processing fee	10.00	10.00
Graphing Calculator (24 hour loan; no charge)	-	-
Graphing Calculator Overdue charge, per hour	0.50	0.50
Graphing Calculator, Maximum	15.00	15.00
Graphing Calculator, Replacement cost	130.00	130.00
Graphing Calculator, Processing fee	10.00	10.00
Nintendo 3Ds (24 hour loan; no charge)	-	-
Nintendo 3Ds Overdue charge, per hour	0.50	0.50
Nintendo 3Ds, Maximum	15.00	15.00
Nintendo 3Ds, Replacement cost	250.00	250.00
Nintendo 3Ds, Processing fee	10.00	10.00
<b>Miami Metro</b>		
Miami Metro-Oxford Campus-Student-full time, per semester	66.00	66.00
Miami Metro-Oxford Campus-Student-part-time, per credit hour	5.50	5.50
<b>MUDEC</b>		
Mobile Internet Access and Telephone, per semester	185.00	185.00
Jumbo pass for MUDEC students, per semester	105.00	105.00
Student Activity Fee, per semester	85.00	85.00
MUDEC Study Tours, per semester	1,800.00	1,800.00

Orientation fee (one-time per student)	90.00	90.00
Room and Continental Breakfast (reside w/host family)-Fall Semester	1,835.00	1,835.00
Room and Continental Breakfast (reside w/host family)-Spring Semester	1,835.00	1,835.00
Partial Board (4 meal voucher per week), per academic year	1,640.00	1,640.00
Deposit upon application for the academic year (no refund)	25.00	25.00
Housing deposit upon acceptance for the given semester (10)	250.00	250.00
Luxembourg Student Residency Permit Fee, per semester	75.00	75.00
Study Abroad Administration Fee	125.00	125.00
<b>Music</b>		
Music-MUS 216, Applied Music for music theater minors	85.00	85.00
Music-Music lesson fees (3) (4)	175.00	175.00
<b>Panhellenic</b>		
Sorority Recruitment - Late Registration	20.00	20.00
<b>Parking Fees and Fines-Hamilton and Middletown Campuses</b>		
Blocking any access road	15.00	15.00
Hazardous operation	75.00	75.00
Disregarding traffic control device	15.00	15.00
Failure to display parking permit	15.00	15.00
Illegal Parking-Parking in a restricted area	15.00	15.00
Illegal Parking-Parking on the grass	15.00	15.00
Illegal Parking-Parking by a non-handicapped driver in a space reserved for the handicapped	100.00	100.00
Speeding	30.00	30.00
Unregistered vehicle	10.00	10.00
<b>Parking Fees and Fines-Oxford Campus</b>		
Faculty and staff RED area annual permit, per year-2 person carpool	30.00	30.00
Faculty and staff RED area annual permit, per year-3 person carpool	-	-
Faculty and staff RED area daily permit, per day	2.00	2.00
Faculty and staff WHITE area annual permit, per year	-	-
Oxford campus-Contractor-Red parking permit-day	3.00	3.00
Oxford campus-Contractor-Red parking permit-week	10.00	10.00
Oxford campus-Contractor-Red parking permit-month	35.00	35.00
Oxford campus-Contractor-Grey parking permit-day	1.00	1.00
Oxford campus-Contractor-Grey parking permit-week	5.00	5.00
Oxford campus-Contractor-Grey parking permit-month	2.00	2.00
Oxford campus-Visitor-parking permit-day	3.00	3.00
Oxford campus-Visitor-parking permit-week	10.00	10.00
Oxford campus-Visitor-parking permit-month	35.00	35.00
Oxford campus parking garage rates-Campus Ave. garage-Parking rate per first hour/per additional hours	1.00/5.00	1.00/5.00
Oxford campus parking garage rates-Campus Ave. garage-Daily maximum rate	10.00	10.00
Oxford campus parking garage rates-Campus Ave. garage-Lost ticket fee	10.00	10.00
Oxford campus parking garage rates-Engineering Bldg. garage-Parking rate per first hour/per additional hours	1.50/1.00	1.50/1.00
Oxford campus parking garage rates-Engineering Bldg. garage-Daily maximum rate	15.00	15.00
Oxford campus parking garage rates-Engineering Bldg. garage-Lost ticket fee	15.00	15.00
Oxford campus parking garage rates-Campus Ave. garage-Garage Parking Vouchers	5.00	5.00
Oxford campus parking garage rates-Engineering Bldg. garage-Garage Parking Vouchers	7.50	7.50
University Vehicles Parked in Red Permit Areas-State License Plate	75.00	75.00
University Vehicles Parked in Red Permit Areas-Leased Vehicle	75.00	75.00
University Vehicles Parked in Red Permit Areas-Reserved Space	375.00	375.00
Failure to display valid permit/Improper display	35.00	35.00
Illegal or improper parking (loading/service area, outside designated space, prohibited parking, prohibited yellow zone)	75.00	75.00
Illegal parking on grass/sidewalk	75.00	75.00
Illegal parking in restricted area	75.00	75.00
Overtime at timed zone	25.00	25.00
Overtime at meter	10.00	10.00
Reproduction/illegal use of decal	300.00	300.00
Impoundment/immobilization	200.00	200.00
Unregistered vehicle lookup	2.50	2.50
Oxford campus students only-for a semester/academic year BLUE area permit	125.00/250.00	125.00/250.00
Oxford campus students only-for a semester/academic year YELLOW area permit	75.00/150.00	75.00/150.00
Oxford campus students only-for temporary permit (student - one week)	10.00	10.00
Event Parking-Lot/Space Reservation Fee-charged to MU Departments/Organizations, fee per reserved space	1.00 - 5.00	1.00 - 5.00
Event Parking-Lot Attendant-charged to MU Departments/Organizations, per hour	25.00	25.00
Oxford campus parking garage rates-Replacement for Garage Access Card	5.00	5.00
Oxford campus parking garage rates-Event parking rate	5.00	5.00
Handicap Parking Violation	250.00	250.00
Faculty and staff RED area annual permit, per year	75.00	75.00
Oxford campus students only-for an academic year-Graduate Assistants-designated lots and student areas	75.00	75.00
Oxford campus students only-for each summer term	50.00	50.00
Faculty and staff Garage permit, per year	375.00	375.00
Oxford campus parking garage rates-Overnight parking, per semester	495.00	495.00
Faculty, Staff, or Department Dedicated Parking Space	375.00	375.00
Oxford campus students only-for a semester/academic year PURPLE area permit	60.00/110.00	-
Oxford campus-Contractor-parking permit-month/annual	15.00/180.00	-
Event Parking-Meter Reservations-charged to MU Department/Organizations, per space/per day	5.00 - 6.00	-
Oxford campus parking garage rates-Parking rate per first hour/per additional hours	1.00/5.00	-
Oxford campus parking garage rates-Daily maximum rate	10.00	-
Oxford campus parking garage rates-Lost ticket fee	10.00	-
Oxford campus parking garage rates-Garage Parking Vouchers	5.00	-
Oxford campus parking garage rates-Daytime parking, per-month semester	150.00	-
<b>Proficiency Examination</b>		
Per examination (including first credit hour) (11)	70.00	70.00
Additional credit hours, each	35.00	35.00
<b>Program Fee</b>		
Summer Scholars Program Comprehensive Enrollment Fee (Deposit) (2)	350.00	350.00
Summer Scholars Program Comprehensive Program Fee (2)	1,000.00	1,000.00
<b>Recreational Sports Center</b>		
Second Year (Pre-semester) Adventure Trip	330.00	335.00
Equestrian-Club Team Riding Fee/Semester	900.00	925.00
Intramural Yearly Pass	60.00	60.00
Intramural Semester Pass	35.00	35.00
<b>Recreational Sports Center-Membership Fees</b>		

Branch campus (MUH-MUM), Individual-12 month pass	252.00	267.00
Branch campus (MUH-MUM), Individual Plus-12 month pass	332.00	351.00
Branch campus (MUH-MUM), Couple-12 month pass	467.00	488.00
Faculty/Staff (eligible for medical benefits)-Individual (or spouse), 12 month pass	450.00	460.00
Faculty/Staff (eligible for medical benefits)-Individual Plus, 12 month pass	593.00	606.00
Faculty/Staff (eligible for medical benefits)-Couple, 12 month pass	834.00	842.00
Faculty/Staff (eligible for medical benefits)-Family, 12 month pass	1,016.00	1,028.00
Emeritus/retiree (or spouse), Individual Plus-12 month pass	445.00	455.00
Emeritus/retiree (or spouse), Couple-12 month pass	625.00	632.00
Emeritus/retiree (or spouse), Family-12 month pass	760.00	771.00
Faculty/Staff (not eligible for medical benefits)-Individual (or spouse), 12 month pass	405.00	414.00
Faculty/Staff (not eligible for medical benefits)-Individual Plus, 12 month pass	534.00	545.00
Faculty/Staff (not eligible for medical benefits)-Couple, 12 month pass	750.00	758.00
Faculty/Staff (not eligible for medical benefits)-Family, 12 month pass	915.00	925.00
Emeritus/retiree (or spouse), Individual-12 month pass	340.00	345.00
Branch campus (MUH-MUM), Family-12 month pass	570.00	596.00
Students-Oxford Full-time - included in general fee	-	-
Students-Oxford Part-time - included in general fee	-	-
Membership Joining Fee-Individual	50.00	50.00
Membership Joining Fee-Family	75.00	75.00
<b>Residence Hall</b>		
Temporary ID Card Fee	15.00	15.00
<b>CEC Premium</b>		
Oxford Campus College of Engineering and Computing Majors, full-time, taking 12 or more credit hours, per semester	300.00	300.00
Oxford Campus College of Engineering and Computing Majors, part-time, taking 1-11 credit hours, per credit hour	25.00	25.00
<b>Second year program offerings</b>		
Second Year Pre-semester or Trip Fee	50.00	50.00
<b>Special Course/Lab Charges-Hamilton Campus</b>		
Geology-GLG 311	-	25.00
Geology-GLG 115L	-	25.00
Teacher Education-EDT 181	25.00	25.00
Teacher Education-EDT 182	25.00	25.00
Physics-PHY 173	25.00	25.00
Physics-PHY 174	25.00	25.00
Physics-PHY 183	25.00	25.00
Physics-PHY 184	25.00	25.00
Biology-BIO 115	25.00	25.00
Biology-BIO 116	25.00	25.00
Biology-BIO 161	25.00	25.00
Art-ART 181	10.00	10.00
Art-ART 231	10.00	30.00
Art-ART 331	10.00	30.00
Art-ART 147	15.00	15.00
Art-ART 255	20.00	20.00
Art-ART 308E	20.00	20.00
Art-ART 111	30.00	30.00
Art-ART 121	30.00	30.00
Art-ART 122	30.00	30.00
Art-ART 171	30.00	30.00
Art-ART 221	30.00	30.00
Art-ART 222	30.00	30.00
Art-ART 241	30.00	30.00
Art-ART 257	30.00	30.00
Art-ART 271	30.00	30.00
Art-ART 321	30.00	30.00
Art-ART 322	30.00	30.00
Art-ART 341	30.00	30.00
Art-ART 342	30.00	30.00
Chemistry-CHM 111.L	25.00	25.00
Chemistry-CHM 131	25.00	25.00
Chemistry-CHM 144	25.00	25.00
Chemistry-CHM 145	25.00	25.00
Chemistry-CHM 231	25.00	25.00
Chemistry-CHM 244	25.00	25.00
Chemistry-CHM 245	25.00	25.00
Chemistry-CHM 332	25.00	25.00
Chemistry-CHM 364	25.00	25.00
Microbiology-MBI 123	25.00	25.00
Microbiology-MBI 161	25.00	25.00
Biology-BIO 171	25.00	25.00
Biology-BIO 172	25.00	25.00
Nursing-NSG 313	200.00	200.00
Nursing-NSG 352	200.00	200.00
Nursing-NSG 354	200.00	200.00
Nursing-NSG 362	200.00	200.00
Nursing-NSG 364	200.00	200.00
Nursing-NSG 420	200.00	200.00
Nursing-NSG 431	200.00	200.00
Nursing-NSG 452	200.00	200.00
Nursing-NSG 462	200.00	200.00
Nursing-NSG 464	200.00	200.00
Nursing-NSG 104	200.00	200.00
Nursing-NSG 106	200.00	200.00
Nursing-NSG 116	200.00	200.00
Nursing-NSG 200	200.00	200.00
Nursing-NSG 205	200.00	200.00
Nursing-NSG 206	200.00	200.00
Nursing-NSG 216	200.00	200.00
Nursing-NSG 261	200.00	200.00
Nursing-NSG 262	200.00	200.00
STA 261 Electronic Resource Fee	90.00	90.00

<b>Special Course/Lab Charges-Middletown Campus</b>		
Geology-GLG 311	-	25.00
Geology-GLG 115L	-	25.00
Teacher Education-EDT 181	25.00	25.00
Teacher Education-EDT 182	25.00	25.00
Physics-PHY 173	25.00	25.00
Physics-PHY 174	25.00	25.00
Physics-PHY 183	25.00	25.00
Physics-PHY 184	25.00	25.00
Biology-BIO 115	25.00	25.00
Biology-BIO 116	25.00	25.00
Biology-BIO 161	25.00	25.00
Art-ART 181	10.00	10.00
Art-ART 231	10.00	30.00
Art-ART 331	10.00	30.00
Art-ART 147	15.00	15.00
Art-ART 255	20.00	20.00
Art-ART 308E	20.00	20.00
Art-ART 111	30.00	30.00
Art-ART 121	30.00	30.00
Art-ART 122	30.00	30.00
Art-ART 171	30.00	30.00
Art-ART 221	30.00	30.00
Art-ART 222	30.00	30.00
Art-ART 241	30.00	30.00
Art-ART 257	30.00	30.00
Art-ART 271	30.00	30.00
Art-ART 321	30.00	30.00
Art-ART 322	30.00	30.00
Art-ART 341	30.00	30.00
Art-ART 342	30.00	30.00
Chemistry-CHM 111.L	25.00	25.00
Chemistry-CHM 131	25.00	25.00
Chemistry-CHM 144	25.00	25.00
Chemistry-CHM 145	25.00	25.00
Chemistry-CHM 231	25.00	25.00
Chemistry-CHM 244	25.00	25.00
Chemistry-CHM 245	25.00	25.00
Chemistry-CHM 332	25.00	25.00
Chemistry-CHM 364	25.00	25.00
Microbiology-MBI 123	25.00	25.00
Microbiology-MBI 161	25.00	25.00
Biology-BIO 171	25.00	25.00
Biology-BIO 172	25.00	25.00
Nursing-NSG 104	200.00	200.00
Nursing-NSG 106	200.00	200.00
Nursing-NSG 116	200.00	200.00
Nursing-NSG 200	200.00	200.00
Nursing-NSG 205	200.00	200.00
Nursing-NSG 206	200.00	200.00
Nursing-NSG 216	200.00	200.00
Nursing-NSG 261	200.00	200.00
Nursing-NSG 262	200.00	200.00
Nursing-NSG 313	200.00	200.00
Nursing-NSG 352	200.00	200.00
Nursing-NSG 354	200.00	200.00
Nursing-NSG 362	200.00	200.00
Nursing-NSG 364	200.00	200.00
Nursing-NSG 420	200.00	200.00
Nursing-NSG 431	200.00	200.00
Nursing-NSG 452	200.00	200.00
Nursing-NSG 462	200.00	200.00
Nursing-NSG 464	200.00	200.00
STA 261 Electronic Resource Fee	90.00	90.00
<b>Special Course/Lab Charges-Oxford Campus</b>		
Physics-PHY171 and PHY173-PHY 161	-	25.00
Physics-PHY172 and PHY174-PHY 162	-	25.00
Physics-PHY181 and PHY183-PHY 191	-	25.00
Physics-PHY182 and PHY184-PHY 192	-	25.00
Biology-BIO 333W	-	60.00
Biology-BIO 305W	-	25.00
Family Studies and Social Work (3)-FSW 661	-	40.00
Family Studies and Social Work (3)-FSW 762	-	40.00
Family Studies and Social Work (3)-FSW 763	-	40.00
School Psychology Testing Library Fee	-	50.00
Art Department (3) (4)-ART 320A	-	50.00
Art Department (3) (4)-ART 320B	-	50.00
Art Department (3) (4)-ART 320C	-	50.00
Art Department (3) (4)-ART 145	-	25.00
Art Department (3) (4)-ART 146	-	25.00
Art Department (3) (4)-ART 195	-	30.00
Art Department (3) (4)-ART 295	-	30.00
Art Department (3) (4)-ART 296	-	30.00
Art Department (3) (4)-ART 395	-	30.00
Art Department (3) (4)-ART 493	-	30.00
Art Department (3) (4)-THE 131 Field Trip Fee	-	17.00
Art Department (3) (4)-THE 258 Supply Fee	-	100.00
Art Department (3) (4)-THE 210E Puppetry Supplies Fee	-	55.00
Art Department (3) (4)-THE 253 Supplies	-	12.00
Art Department (3) (4)-THE 455F Advanced problems in advanced mask up and mask design	-	200.00
MKT 405 HBDI Assessment Fee	-	8.00

MKT 301 HBDI Assessment Fee	-	8.00
MKT 622 HBDI Assessment Fee	-	8.00
ESP 351 HBDI Assessment Fee	-	8.00
ACC 256 HBDI Assessment Fee	-	8.00
ACC 695 HBDI Assessment Fee	-	8.00
Art Department (3) (4)-ART 155	15.00	15.00
Art Department (3) (4)-ART 233	10.00	10.00
Art Department (3) (4)-ART 235	10.00	10.00
Art Department (3) (4)-ART 278	10.00	10.00
Art Department (3) (4)-ART 286	10.00	10.00
Art Department (3) (4)-ART 309	10.00	10.00
Art Department (3) (4)-ART 317	10.00	10.00
Art Department (3) (4)-ART 318	10.00	10.00
Art Department (3) (4)-ART 319	10.00	10.00
Art Department (3) (4)-ART 386	10.00	10.00
Art Department (3) (4)-ART 389	10.00	10.00
Art Department (3) (4)-ART 455	10.00	10.00
Art Department (3) (4)-ART 555	10.00	10.00
Art Department (3) (4)-ART 468	10.00	10.00
Art Department (3) (4)-ART 568	10.00	10.00
Art Department (3) (4)-ART 469	10.00	10.00
Art Department (3) (4)-ART 569	10.00	10.00
Chemistry (2) (4)- CHM 145H	27.00	27.00
Clinical Experience (2) (4)-Teacher Education-EDT 419A TPA Testing	300.00	300.00
Clinical Experience (2) (4)-Teacher Education-EDT 419E TPA Testing	300.00	300.00
Clinical Experience (2) (4)-Teacher Education-EDT 419M TPA Testing	300.00	300.00
Clinical Experience (2) (4)-Teacher Education-KHN 419A TPA Testing	300.00	300.00
Clinical Experience (2) (4)-Teacher Education-KHN 419P TPA Testing	300.00	300.00
Clinical Experience (2) (4)-Teacher Education-EDP 419E TPA Testing	300.00	300.00
Clinical Experience (2) (4)-Teacher Education-EDP 419F TPA Testing	300.00	300.00
Clinical Experience (2) (4)-Teacher Education-EDP 419G TPA Testing	300.00	300.00
Clinical Experience (2) (4)-Teacher Education-EDP 419H TPA Testing	300.00	300.00
Clinical Experience (2) (4)-Teacher Education-EDT 519 TPA Testing	300.00	300.00
Clinical Experience (2) (4)-Teacher Education-EDT 519A TPA Testing	300.00	300.00
Clinical Experience (2) (4)-Teacher Education-EDT 419.I-TPA Testing and Supervisor Travel	1,200.00	1,200.00
Art Department (3) (4)-ART 111	30.00	30.00
Art Department (3) (4)-ART 331	30.00	30.00
Art Department (3) (4)-ART 332	30.00	30.00
Art Department (3) (4)-ART 495	30.00	30.00
Art Department (3) (4)-ART 171	30.00	-
Art Department (3) (4)-ART 251	75.00	75.00
Art Department (3) (4)-ART 252	75.00	75.00
Art Department (3) (4)-ART 471	100.00	100.00
Art Department (3) (4)-ART 472	100.00	100.00
Art Department (3) (4)-ART 571	100.00	100.00
Art Department (3) (4)-ART 670	100.00	100.00
Art Department (3) (4)-ART 149	25.00	25.00
Art Department (3) (4)-ART 254	75.00	75.00
Botany-BOT 244, Lab Fee-Wine Course	175.00	175.00
Clinical Experience (2) (4)-Teacher Education-EDT 419.O-TPA Testing and Supervisor Travel	1,200.00	1,200.00
Microbiology-MBI 333	60.00	60.00
Biology-BIO 333	60.00	60.00
Clinical Experience (2) (4)-Teacher Education-EDT 419A	130.00	130.00
Clinical Experience (2) (4)-Teacher Education-EDT 419E	130.00	130.00
Clinical Experience (2) (4)-Teacher Education-EDT 419M	130.00	130.00
Clinical Experience (2) (4)-Teacher Education-KHN 419A	130.00	130.00
Clinical Experience (2) (4)-Teacher Education-KHN 419P	130.00	130.00
Clinical Experience (2) (4)-Teacher Education-EDP 419E	130.00	130.00
Clinical Experience (2) (4)-Teacher Education-EDP 419F	130.00	130.00
Clinical Experience (2) (4)-Teacher Education-EDP 419G	130.00	130.00
Clinical Experience (2) (4)-Teacher Education-EDP 419H	130.00	130.00
Clinical Experience (2) (4)-Teacher Education-EDT 519	130.00	130.00
Clinical Experience (2) (4)-Teacher Education-EDT 519A	130.00	130.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.E	325.00	330.00
Art Department (3) (4)-ART/IMS 259	30.00	30.00
Art Department (3) (4)-ART/IMS 359	30.00	30.00
Art Department (3) (4)-ART 350	30.00	30.00
Art Department (3) (4)-ART 431	30.00	30.00
Art Department (3) (4)-ART 432	30.00	30.00
Art Department (3) (4)-ART 286	10.00	10.00
Art Department (3) (4)-ART 309	10.00	10.00
Art Department (3) (4)-ART 386	10.00	10.00
Art Department (3) (4)-ART 389	10.00	10.00
Art Department (3) (4)-ART 317	10.00	10.00
Art Department (3) (4)-ART 318	10.00	10.00
Art Department (3) (4)-ART 319	10.00	10.00
Art Department (3) (4)-ART 121	30.00	30.00
Art Department (3) (4)-ART 308	30.00	30.00
Art Department (3) (4)-ART 421	30.00	30.00
Art Department (3) (4)-ART 422	30.00	30.00
Art Department (3) (4)-ART 241	75.00	75.00
Art Department (3) (4)-ART 341	100.00	100.00
Art Department (3) (4)-ART 342	100.00	100.00
Art Department (3) (4)-ART 441	100.00	100.00
Art Department (3) (4)-ART 442	100.00	100.00
Art Department (3) (4)-ART 541	100.00	100.00
Art Department (3) (4)-ART 542	100.00	100.00
Art Department (3) (4)-ART 640	100.00	100.00
Art Department (3) (4)-ART 371	100.00	100.00
Art Department (3) (4)-ART 372	100.00	100.00
Art Department (3) (4)-ART 351	100.00	100.00

Art Department (3) (4)-ART 352	100.00	100.00
Art Department (3) (4)-ART 354	100.00	100.00
Art Department (3) (4)-ART 450	100.00	100.00
Art Department (3) (4)-ART 451	100.00	100.00
Art Department (3) (4)-ART 452	100.00	100.00
Art Department (3) (4)-ART 257	100.00	100.00
Art Department (3) (4)-ART 357	100.00	100.00
Art Department (3) (4)-ART 358	100.00	100.00
Art Department (3) (4)-ART 457	100.00	100.00
Art Department (3) (4)-ART 458	100.00	100.00
Art Department (3) (4)-ART 557	100.00	100.00
Art Department (3) (4)-ART 261	100.00	100.00
Art Department (3) (4)-ART 361	100.00	100.00
Art Department (3) (4)-ART 362	100.00	100.00
Art Department (3) (4)-ART 461	100.00	100.00
Art Department (3) (4)-ART 462	100.00	100.00
Art Department (3) (4)-ART 561	100.00	100.00
Art Department (3) (4)-ART 562	100.00	100.00
Art Department (3) (4)-ART 660	100.00	100.00
Art Department (3) (4)-ART 264	100.00	100.00
Art Department (3) (4)-ART 364	100.00	100.00
Art Department (3) (4)-ART 365	100.00	100.00
Art Department (3) (4)-ART 464	100.00	100.00
Art Department (3) (4)-ART 564	100.00	100.00
Art Department (3) (4)-ART 664	100.00	100.00
Art Department (3) (4)-ART 147	20.00	20.00
Art Department (3) (4)-ART 231	30.00	30.00
Art Department (3) (4)-ART 281	30.00	30.00
Art Department (3) (4)-ART 492	30.00	30.00
Art Department (3) (4)-MPF 185	10.00	10.00
Art Department (3) (4)-MPF 187	10.00	10.00
Art Department (3) (4)-MPF 188	10.00	10.00
Art Department (3) (4)-MPT/MPF 189	10.00	10.00
Art Department (3) (4)-MPF 279	10.00	10.00
Art Department (3) (4)-MPF/MPT 282	10.00	10.00
Art Department (3) (4)-ART 285	10.00	10.00
Art Department (3) (4)-MPT 311	10.00	10.00
Art Department (3) (4)-MPT 312	10.00	10.00
Art Department (3) (4)-MPT 313	10.00	10.00
Art Department (3) (4)-ART 314	10.00	10.00
Art Department (3) (4)-ART 315	10.00	10.00
Art Department (3) (4)-ART 316	10.00	10.00
Art Department (3) (4)-MPT 381	10.00	10.00
Art Department (3) (4)-MPT 382	10.00	10.00
Art Department (3) (4)-MPT 383	10.00	10.00
Art Department (3) (4)-MPT 476/576	10.00	10.00
Art Department (3) (4)-ART 480	10.00	10.00
Art Department (3) (4)-MPT 480M/580M	10.00	10.00
Art Department (3) (4)-MPT 480W/580W	10.00	10.00
Art Department (3) (4)-MPT 484/584	10.00	10.00
Art Department (3) (4)-MPT 485/585	10.00	10.00
Art Department (3) (4)-MPT 486/586	10.00	10.00
Art Department (3) (4)-MPT 487/587	10.00	10.00
Art Department (3) (4)-MPT 489/589	10.00	10.00
Art Department (3) (4)-MPC 497	10.00	10.00
Art Department (3) (4)-MPC 498/598	10.00	10.00
Art Department (3) (4)-ART 680	10.00	10.00
Biology-BIO 155	25.00	25.00
Biology-BIO 191	25.00	25.00
Biology-BIO 204	25.00	25.00
Biology-BIO 205	25.00	25.00
Biology-BIO 314	25.00	25.00
Biology-BIO 351	25.00	25.00
Biology-BIO 402	25.00	25.00
Biology-BIO 403	25.00	25.00
Biology-BIO 429	25.00	25.00
Biology-BIO 415	25.00	25.00
Biology-BIO 425	25.00	25.00
BIO/MBI 115	25.00	25.00
BIO/MBI 115H	25.00	25.00
BIO/MBI 116	25.00	25.00
BIO/MBI 424	25.00	25.00
Biology-BIO 482	25.00	25.00
Biology-BIO 483	25.00	25.00
Chemistry (2) (4)- CHM 111L	27.00	27.00
Chemistry (2) (4)- CHM 131	27.00	27.00
Chemistry (2) (4)- CHM 144	27.00	27.00
Chemistry (2) (4)- CHM 144H	27.00	27.00
Chemistry (2) (4)- CHM 144M	27.00	27.00
Chemistry (2) (4)- CHM 145	27.00	27.00
Chemistry (2) (4)- CHM 145M	27.00	27.00
Chemistry (2) (4)- CHM 231L	27.00	27.00
Chemistry (2) (4)- CHM 244	27.00	27.00
Chemistry (2) (4)- CHM 245	27.00	27.00
Chemistry (2) (4)- CHM 254	27.00	27.00
Chemistry (2) (4)- CHM 255	27.00	27.00
Chemistry (2) (4)- CHM 332	27.00	27.00
Chemistry (2) (4)- CHM 364	27.00	27.00
Chemistry (2) (4)- CHM 418	27.00	27.00
Chemistry (2) (4)- CHM 438	27.00	27.00
Chemistry (2) (4)- CHM 455	27.00	27.00

Chemistry (2) (4)- CHM 456	27.00	27.00
Clinical Experience (2) (4)-Teacher Education-Early childhood-EDT 246E	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Early childhood-EDT 473E	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Early childhood-EDT 474E	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Middle childhood-EDT 252M	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Middle childhood-EDT 346M	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Adolescent-EDT 427	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Adolescent-EDT 429A	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Adolescent-EDT 432	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Adolescent-EDT 434	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Adolescent-EDT 445	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Adolescent-EDT 527	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Adolescent-EDT 529A	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Adolescent-EDT 532	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Adolescent-EDT 534	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Adolescent-EDT 545	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-Adolescent Early Childhood-EDT 574E	35.00	35.00
Clinical Experience (2) (4)-Teacher Education-ART 419	430.00	430.00
Clinical Experience (2) (4)-Teacher Education-ART 419.O	800.00	800.00
Clinical Experience (2) (4)-Teacher Education-ART 419.I	1,200.00	1,200.00
Clinical Experience (2) (4)-Teacher Education-MUS419	480.00	480.00
Clinical Experience (2) (4)-Teacher Education-MUS 175	66.00	66.00
Clinical Experience (2) (4)-Teacher Education-MUS 355	66.00	66.00
Clinical Experience (2) (4)-Teacher Education-MUS 359	66.00	66.00
Geology-GLG 115L	25.00	25.00
Geology-GLG 201	25.00	25.00
Geology-GLG 204	25.00	25.00
Geology-GLG 301	25.00	25.00
Geology-GLG 322	25.00	25.00
Geology-GLG 354	25.00	25.00
Geology-GLG 357	25.00	25.00
Geology-GLG 408	25.00	25.00
Geology-GLG 428	25.00	25.00
Geology-GLG 482	25.00	25.00
Kinesiology and Health (3)-KNH 184.L	22.00	22.00
Kinesiology and Health (3)-KNH 244.L	27.00	27.00
Kinesiology and Health (3)-KNH 381.L	27.00	27.00
Kinesiology and Health (3)-KNH 392	25.00	25.00
Kinesiology and Health (3)-KNH 382	42.00	42.00
Kinesiology and Health (3)-KNH 683	41.00	41.00
Kinesiology and Health (3)-KNH 182	12.00	12.00
Kinesiology and Health (3)-KNH 183.L	80.00	80.00
Kinesiology and Health (3)-KNH 468.L	32.00	32.00
Kinesiology and Health (3)-KNH 568.L	32.00	32.00
Kinesiology and Health (3)-KNH 668	32.00	32.00
Kinesiology and Health (3)-KNH 104	138.00	138.00
Kinesiology and Health (3)-KNH 203	138.00	138.00
Kinesiology and Health (3)-KNH 404	138.00	138.00
Kinesiology and Health (3)-KNH 285.L-Evaluation of Athletic Injuries to the Head, Neck and Torso	25.00	25.00
Kinesiology and Health (3)-KNH 287.L-Evaluation of Athletic Injuries to the Extremities	25.00	25.00
Kinesiology and Health (3)-KNH 288-Therapeutic Modalities	25.00	25.00
Kinesiology and Health (3)-KNH 681-Human Motor Control & Learning	26.00	26.00
Kinesiology and Health (3)-KNH 682-Lab Techniques in Exercise Science	41.00	-
Kinesiology and Health (3)-KNH 688-Advanced Biomechanics	26.00	26.00
Entrepreneurship-ESP 252	25.00	8.00
Microbiology-MBI 123	25.00	25.00
Microbiology-MBI 143	25.00	25.00
Microbiology-MBI 201	25.00	25.00
Microbiology-MBI 201H	25.00	25.00
Microbiology-MBI 223	25.00	25.00
Microbiology-MBI 405	25.00	25.00
Microbiology-MBI 415	25.00	25.00
Microbiology-MBI 425	25.00	25.00
Microbiology-MBI 435	25.00	25.00
Microbiology-MBI 465	25.00	25.00
Microbiology-MBI 475	25.00	25.00
Microbiology-MBI 487	30.00	30.00
Microbiology-MBI 488	60.00	60.00
Microbiology-MBI 489	60.00	60.00
Music-MUS 232A	22.00	22.00
Music-MUS 232B	22.00	22.00
Music-MUS 112, Lab Choir	20.00	20.00
Music-MUS 100E, Marching Band-Fall Semester Only	105.00	105.00
Online Chemistry Prep Course-CHM149	350.00	350.00
Online Calculus Prep Course-MTH149	350.00	350.00
Physics-PHY 103	25.00	25.00
Physics-PHY 286	25.00	25.00
Physics-PHY 293	25.00	25.00
Physics-PHY 294	25.00	25.00
Physics-PHY 423	25.00	25.00
Physics-PHY 441	25.00	25.00
Physics-PHY 442	25.00	25.00
Physics-PHY 471	25.00	25.00
Speech Pathology and Audiology-SPA 750	100.00	100.00
Biology-BIO 161	25.00	25.00
Biology-BIO 161H	25.00	25.00
Biology-BIO 201	25.00	25.00
Biology-BIO 305	25.00	25.00
Biology-BIO 311	25.00	25.00
Biology-BIO 312	25.00	25.00
Biology-BIO 328	25.00	25.00

Biology-BIO 351	25.00	25.00
Biology-BIO 361	25.00	25.00
Biology-BIO 364	25.00	25.00
Biology-BIO 411	25.00	25.00
Biology-BIO 409	25.00	25.00
Biology-BIO 437	25.00	25.00
Biology-BIO 453	25.00	25.00
Biology-BIO 455	25.00	25.00
Biology-BIO 458	25.00	25.00
Biology-BIO 459	25.00	25.00
Biology-BIO 463	25.00	25.00
Biology-BIO 464	25.00	25.00
Biology-BIO 465	25.00	25.00
Biology-BIO 407	25.00	25.00
Biology-BIO 410	25.00	25.00
Chemistry (2) (4)- CHM 375	27.00	27.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.F	325.00	330.00
Kinesiology and Health - KNH194L	35.00	35.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.G	325.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.H	325.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.I	325.00	330.00
Outdoor Pursuit Center Courses-KNH 150.K	240.00	300.00
Speech Pathology and Audiology-SPA 605	100.00	100.00
Family Studies and Social Work (3)-FSW 412	115.00	75.00
Art Department (3) (4)-ART 140	50.00	55.00
Kinesiology and Health-Goggin Ice Center Classes-(broomball, hockey, & skating)	55.00	60.00
Outdoor Pursuit Center Courses-KNH 150.A	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.B	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.C	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.J	240.00	240.00
Art Department (3) (4)-ART 160	30.00	35.00
Art Department (3) (4)-ART 165	40.00	45.00
Art Department (3) (4)-ART 170	35.00	40.00
EDL 195 Facilitation & Group Dynamics	150.00	150.00
Kinesiology and Health-Basketball Officiating Course-KNH 121	140.00	140.00
Kinesiology and Health-Volleyball Officiating Course-KNH 122	140.00	140.00
Art Department (3) (4)-ART 221	30.00	50.00
Art Department (3) (4)-ART 222	30.00	50.00
Art Department (3) (4)-ART 271	60.00	100.00
Theatre-THE 151	65.20	75.00
Biology-BIO 408	25.00	60.00
Art Department (3) (4)-ART 122	30.00	-
Art Department (3) (4)-ART 321	30.00	-
Art Department (3) (4)-ART 322	30.00	-
Art Department (3) (4)-ART 323	30.00	-
Clinical Experience (2) (4)-Teacher Education-ART 201	60.00	-
Clinical Experience (2) (4)-Teacher Education-ART 401	60.00	-
Kinesiology and Health (3)-KNH 348.F	30.00	-
Physics-PHY 173	25.00	-
Physics-PHY 174	25.00	-
Physics-PHY 183	25.00	-
Physics-PHY 184	25.00	-
Kinesiology and Health (3)-KNH 402 BA - ICA Project	60.00	-
Kinesiology and Health (3)-KNH 402 BB - ICA Project	60.00	-
Kinesiology and Health (3)-KNH 402 AA - Lactate research	85.00	-
Kinesiology and Health (3)-KNH 402 AB - Lactate research	85.00	-
Kinesiology and Health (3)-KNH 4532 Active Work Station	35.00	35.00
<b>Student Counseling Services</b>		
Therapy/Counseling, per session (first five three sessions covered by general fund)	25.00	25.00
Psychiatric services - initial psychiatric evaluation	40.00	40.00
Psychiatric services - follow-up/medical check	40.00	40.00
Attentional Problem Evaluation	25.00	25.00
Counseling Session-no show any session	25.00	25.00
Counseling Session-no show (Psychiatric follow-up)	25.00	25.00
<b>Student Health Services</b>		
Fee charged for services is based on two times (2x) the State of Ohio Medicaid reimbursement schedule (7)	-	-
Miscellaneous OTC Personal Health Products	.10 - .50	.10 - .50
Insurance Waiver - Late Processing Fee	35.00	35.00
Appointment No-Show Fee	20.00	20.00
<b>Student Legal Services</b>		
Student Legal Services, per year	20.00	20.00
<b>Student Orientation Program</b>		
Regional Orientation & Registration Fee (S.O.A.R) NOTE: Non-Refundable	40.00	40.00
Confirmation Deposit (Oxford Pathway program)	95.00	95.00
PACC summer program fee	500.00	500.00
Student Orientation	140.00	140.00
Transfer Student Orientation	50.00	50.00
Pre-Semester Pilot Program	250.00	250.00
<b>Student Wellness</b>		
AlcoholEDU (online alcohol education program)	20.00	20.00
<b>Substance Abuse Violations</b>		
Two hour substance abuse program	150.00	150.00

Chemical abuse education program	200.00	200.00
Substance abuse assessments	250.00	250.00
<b>Test Administration Fee</b>		
CLEP	20.00	20.00
Distance Learning Exam	20.00	20.00
MAT Exam	20.00	20.00
<b>Theatre</b>		
General Admission-Students required to attend for class (THE 191)	5.00	6.00
<b>Transcript</b>		
Special orders, per copy	12.00	12.00
Regular orders, per copy	8.00	8.00
<b>Wilks Leadership Institute</b>		
Scholar Leader Winter Immersion Service Experience (WISE) deposit	75.00	75.00
LeaderShape participant fee	150.00	150.00
Wilks Leadership Workshop Fee	35.00	35.00
Wilks U-Lead Housing Fee	Actual housing cost	Actual housing cost
Wilks U-Lead Participant Fee	125.00	125.00

**Notes:**

- (1) \$95 admission fee plus \$330 refundable contract confirmation deposit.
- (2) Non-refundable.
- (3) Subject to partial refund of fee paid upon withdrawal as determined by the Senior Vice President for Finance and Business Services.
- (4) In addition to the instructional and general fees, and the tuition surcharge, if applicable.
- (5) The difference between these special fees and the usual fees charged for the same number of credit hours will be reflected as a fee waiver.
- (6) Billing fee is instituted when the maximum overdue fine of \$100.00 is reached, at which point the item is presumed lost, the replacement billing process commences, and replacement charges are applied.
- (7) Fees will be adjusted annually based on best practices for third party billing (to usual and customary charges when third party billing begins)
- (8) MU faculty, staff, and students receive a 25% discount w/valid ID.
- (9) Students pay one-third of the posted fee for services.
- (10) The \$250 deposit is applied against the semester charge for room and continental breakfast. The fee is non-refundable if the student withdraws from the program after the 30-day grace period.
- (11) A student is charged \$70 for the examination, which includes the first credit hour if they are awarded credit. \$35 is charged for each additional credit hour.
- (12) \$400 is non-refundable if a student does not enroll.

**Additional Authorizations:**

Fees will be assessed based on the above rates. In case of dispute, fees must be paid in full unless specific arrangements have been authorized in writing by the Vice President for Finance and Business Services or his designee.

The Senior Vice President for Finance and Business Services is authorized to approve changes in the fees stated above and to approve new fees consistent with those stated above subject to annual confirmation by this Board.

## Summary

Miami University  
 Series 2005 Refinancing  
 Evaluation of Structural Options  
 Sources and Uses of Funds & Summary of Options

	<u>Option 1</u>	<u>Option 2</u>	<u>Option 3</u>
	Redeem With Cash	Direct Bank Purchase Refunding	Conventional Bond Sale Refunding
<b>Sources:</b>			
Bond Principal	-	52,355,000	46,860,000
Bond Premium / (Discount)	-	0	5,715,542
Miami U. Funds	52,220,000	0	0
Total Sources	52,220,000	52,355,000	52,575,542
<b>Uses:</b>			
Series 2005 Redemption	52,220,000	52,220,000	52,220,000
Escrow Cost (Series 2007)	-	-	-
Costs of Issuance	-	135,000	255,000
Underwriter's Discount	-	0	96,000
Rounding / Contingency	-	0	4,542
Total Uses	52,220,000	52,355,000	52,575,542
<b>Assumptions:</b>			
Closing Date	9/1/2015	7/30/2015	7/30/2015
First Interest Payment	-	3/1/2016	3/1/2016
Maturity Range	-	9/1/16 - 2024	9/1/16 - 2024
Average Maturity	-	4.878 Yr.	4.990 Yr.
Underwriter's Discount (\$/\$1000)	-	N.A.	\$2.05
Arbitrage Bond Yield	-	1.750%	1.863%
All-In Interest Cost (AIC)	-	<b>1.806%</b>	<b>2.010%</b>
Escrow Investment Yield	-	0.000%	0.000%
Negative Arbitrage in Escrow	-	(\$78,284)	(\$83,317)
Opportunity Investment Cost	<b>4.230%</b>	-	-
Series 2005 Principal Redeemed	52,220,000	52,220,000	52,220,000
Series 2005 Redemption Date	9/1/2015	9/1/2015	9/1/2015
Series 2007 Principal Refunded	-	-	-
Series 2007 Redemption Date	-	-	-
Gross Refunding Savings:	389,391	6,897,771	6,380,049
PV of Savings (@ 4.00%):	458,056	5,734,199	5,266,239
PV as % of Refunded Principal	0.88%	10.98%	10.08%
PV of Savings (@ 2.00%):	<b>425,931</b>	<b>6,277,291</b>	<b>5,786,148</b>
PV as % of Refunded Principal	0.82%	12.02%	11.08%

Incremental PV of Series 2007 (@ 2.00%)  
 Incremental PV as % of Refunded Principal

Note: All PV calculations are discounted to 9/1/2015

**Authorization to Refund Bonds  
Resolution R2015-42**

WHEREAS, Miami University's Series 2005 General Receipts Bonds become callable on September 1, 2015; and

WHEREAS, the Board of Trustees approved the potential advance refunding of the Series 2005 General Receipts Bonds in Resolutions R2014-35 and R2014-36 authorizing the issuance of the Miami University Series 2014 General Receipts Revenue and Refunding Bonds; and

WHEREAS, the Senior Vice President of Finance and Business Services determined that it was not advantageous to refund the Series 2005 General Receipts Bonds in 2014; and

WHEREAS, it may be advantageous to refund all or a portion of the Series 2005 General Receipts Bonds, outstanding in the aggregate principal amount of \$52,220,000 either through a cash redemption of the bonds, a direct bank purchase refunding, or a conventional bond sale refunding;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Senior Vice President for Finance and Business Services and Treasurer to take all actions necessary to refund the Series 2005 General Receipts Bonds in an amount not to exceed \$52,220,000 either through a cash redemption of the bonds, a direct bank purchase refunding, or a conventional bond sale refunding.

**RESOLUTION R-2015-43****PROVIDING FOR OPTIONAL REDEMPTION OF THE UNIVERSITY'S REFUNDING AND REVENUE BONDS, SERIES 2005 AND THE AUTHORIZATION, ISSUANCE AND SALE OF NOT TO EXCEED \$55,000,000 OF GENERAL RECEIPTS REVENUE AND REFUNDING BONDS, SERIES 2015, OF MIAMI UNIVERSITY, APPROVING A SEVENTH SUPPLEMENTAL TRUST AGREEMENT AND AUTHORIZING THE FISCAL OFFICER TO TAKE CERTAIN ACTIONS.**

WHEREAS, Resolution 2004-8 adopted by this Board on September 26, 2003 (the "General Bond Resolution"), and the Amended and Restated Trust Agreement dated as of October 1, 2003, as amended, by and between Miami University (the "University") and The Bank of New York Mellon Trust Company, N.A., as trustee (the "Trust Agreement") provide for the issuance from time to time of General Receipts Revenue Bonds of the University, with each issuance to be authorized by a Series Resolution adopted by the Board; and

WHEREAS, the General Bond Resolution was adopted and the Trust Agreement was authorized by the Board pursuant to the Act which authorizes the University to issue its Bonds to pay costs of certain capital facilities, defined as "auxiliary facilities," "education facilities" and "housing and dining facilities" in Section 3345.12 of the Revised Code and called "University Facilities" in the General Bond Resolution and in this Resolution; and

WHEREAS, the University has determined that it is advantageous to either refund or redeem with the University's lawfully available funds all or a portion of the University's General Receipts and Refunding Bonds, Series 2005 (the "Series 2005 Bonds"); and

WHEREAS, such redemption of all or a portion of the Series 2005 Bonds is sometimes referred to herein as the "Series 2005 Bond Prepayment"; and

WHEREAS, for the above purposes and to give it maximum flexibility, the University has determined to authorize the issuance of not to exceed \$55,000,000 in aggregate principal amount of General Receipts Revenue and Refunding Bonds (the "Series 2015 Bonds") to refund all or a portion of the Series 2005 Bonds and to pay costs of issuance; and

WHEREAS, the Board determines that it is in the best interest of the University to provide for maximum flexibility in structuring the Series 2005 Bond Prepayment to achieve maximum cost savings, and therefore, has provided that the terms of the Series 2005 Bond Prepayment and certain terms of the Series 2015 Bonds (if a refunding is selected by the Fiscal Officer) shall be determined in the Certificate of Award authorized pursuant to Section 5 hereof (the "Certificate of Award");

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF MIAMI UNIVERSITY, as follows:

**Section 1. Definitions and Interpretations.** Where used in this Resolution, in the Seventh Supplemental Trust Agreement and in the Certificate of Award, and in addition to words and terms defined elsewhere in this Resolution (including its preambles), the Seventh Supplemental Trust Agreement, the General Bond Resolution or the Trust Agreement, the following terms shall have the following meanings:

“*Act*” means Sections 3345.11 and 3345.12 of the Ohio Revised Code.

“*Annual Bond Service Charge*” for any Fiscal Year (as defined in the Trust Agreement) means, in connection with the Series 2015 Bonds, an amount equal to the scheduled principal and interest due on the Series 2015 Bonds in that Fiscal Year.

“*Bond Purchase Agreement*” means the Bond Purchase Agreement or similar agreement between the Original Purchaser and the University to be dated as of its date of execution.

“*Bond Year*” means the annual period relevant to the application of Section 148 of the Code to the Series 2015 Bonds.

“*Certificate of Award*” means the Certificate of Award authorized by Section 5 hereof.

“*Code*” means the Internal Revenue Code of 1986, as amended, the regulations (whether proposed, temporary or final) under that Code or the statutory predecessor of that Code, and any amendments of, or successor provisions to, the foregoing and any official rulings, announcements, notices, procedures and judicial determinations regarding any of the foregoing, all as and to the extent applicable. Unless otherwise indicated, reference to a section of the Code includes that section and such applicable regulations, rulings, announcements, notices, procedures and determinations pertinent to that section.

“*Computation Date*” means:

- (i) (A) the last day of each Bond Year while the Series 2015 Bonds are outstanding, and (B) the date on which the last Series 2015 Bonds are retired, or
- (ii) such other date or dates elected by the University as may be permitted under the Code for computation of the Rebate Amount.

“*Debt Service*” means principal of and interest and any redemption premium on the Series 2015 Bonds.

“*Delivery Date*” means the date on which the Series 2015 Bonds are delivered to the Original Purchaser in exchange for payment.

“*Escrow Deposit Agreement*” means the Escrow Deposit Agreement between the University and the Escrow Trustee authorized pursuant to this Resolution, prepared in connection with the prepayment and/or refunding of the Series 2005 Bonds.

“*Escrow Trustee*” means the Trustee acting as escrow trustee under the Escrow Deposit Agreement.

“*Excess Earnings*” means, as of each Computation Date, an amount determined in accordance with Section 148(f) of the Code equal to the sum of (i) plus (ii) where:

(i) is the excess of:

(a) the aggregate amount earned from the Issuance Date on all Nonpurpose Investments in which Gross Proceeds are invested (other than investments attributable to an excess described in this clause (i)), taking into account any gain or loss on the disposition of Nonpurpose Investments, over

(b) the amount which would have been earned if the amount of the Gross Proceeds invested in those Nonpurpose Investments (other than investments attributable to an excess described in this clause (i)) had been invested at a rate equal to the Yield on the Series 2015 Bonds; and

(ii) is any income attributable to the excess described in clause (i), taking into account any gain or loss on the disposition of investments.

“*Fiscal Officer*” means the Senior Vice President for Finance and Business Services and Treasurer of Miami University or such other official of the University designated in writing as the Fiscal Officer.

“*General Counsel*” means the chief legal officer of the University.

“*Gross Proceeds*” means (i) Proceeds, (ii) Replacement Proceeds, and (iii) any other money, investments, securities, obligations or other assets that constitute “gross proceeds” for purposes of Section 148(f) of the Code as applied to the Series 2015 Bonds, all until spent.

“*Interest Payment Dates*” means the first day of March and September in each year, commencing such date as may be provided in the Certificate of Award.

“*Investment Proceeds*” means any amounts actually or constructively received from investing Original Proceeds.

“*Investment Property*” means (i) “investment property” as defined in Section 148(b)(2) of the Code, including any security (within the meaning of Section 165(g)(2)(A) or (B)) of the Code, any obligation, any annuity contract, and any investment-type property. Investment Property does not include a Tax-Exempt Bond, except a Tax-Exempt Bond which is a “specified private activity bond” as defined in Section 57(a)(5)(C) of the Code, the interest on which is an item of tax preference for purposes of the alternative minimum tax imposed on individuals and corporations, or (ii) qualified exempt investment, that is, a United States Treasury obligation - Demand Deposit State and Local Government Series.

“*Issuance Date*” means the date of physical delivery of the Series 2015 Bonds by the University in exchange for the purchase price of the Series 2015 Bonds.

“*Issue Price*” means the aggregate of the initial offering prices (including accrued interest and original issue discount and/or premium, if any) at which each maturity of the Series

2015 Bonds was offered to the public (excluding bond houses, brokers and other intermediaries) and at which price or prices a substantial amount of each maturity of the Series 2015 Bonds was sold to the public (other than to bond houses, brokers and other intermediaries).

“*Letter of Instructions*” means a letter addressed to the Trustee dated the Issuance Date and signed by the Fiscal Officer.

“*Nonpurpose Investments*” shall have the meaning ascribed to such term in Section 148 of the Code and shall mean any investment other than a Purpose Investment (which is an investment acquired in order to carry out the governmental purpose of the Series 2015 Bonds.

“*Original Proceeds*” means Sales Proceeds and Investment Proceeds.

“*Original Purchaser*” means the investment banking firm, bank or other entity selected by the Fiscal Officer.

“*Proceeds*” means any Original Proceeds from the sale of the Series 2015 Bonds and any Transferred Proceeds, as defined in Regulations 1.148-8(d)(2).

“*Purpose Investment*” means an investment acquired in order to carry out the governmental purpose of the Series 2015 Bonds, which is (i) renovation and construction of housing and dining facilities and related infrastructure upgrades; and (ii) payment of a portion of the costs associated with such issuance.

“*Rebate Amount*” means the amount of Excess Earnings (excluding any amount earned on a Bona Fide Debt Service Fund) computed as of the most recent prior Computation Date in accordance with the requirements of Section 148(f) of the Code.

“*Sales Proceeds*” means the portion of the Issue Price received by the University upon the sale of the Series 2015 Bonds (net of any Original Purchaser’s discount withheld from the Issue Price).

“*Securities Depository*” means initially The Depository Trust Company (a limited purpose trust company), New York, New York and thereafter any such entity to which the Trustee has no reasonable objection designated to act as a securities depository by the University.

“*Series 2005 Bonds*” means the University’s General Receipts Revenue and Refunding Bonds, Series 2005.

“*Series 2015 Bonds*” means the series of General Receipts Revenue and Refunding Bonds authorized by this Resolution and issued pursuant to the Trust Agreement, as supplemented, this Resolution and the Certificate of Award.

“*Series 2015 Resolution*” or “*Resolution*” means this Resolution authorizing the issuance and sale of the Series 2015 Bonds.

“*Seventh Supplemental Trust Agreement*” means the Seventh Supplemental Trust Agreement between the University and the Trustee, authorized pursuant to Section 7.01 of the Trust Agreement and this Resolution.

“*Sinking Fund Proceeds*” means amounts (including any investment income) treated as Proceeds of the Series 2015 Bonds under the Code because they are accumulated in a sinking fund to pay Debt Service within the meaning of Treasury Regulations §1.103-13(g), but excluding amounts withdrawn therefrom.

“*Special Record Date*” means the date established by the Trustee in connection with the payment of any overdue interest on any Bond pursuant to Section 4(e)(ii) of this Resolution.

“*Tax-Exempt Bond*” means any obligation, or issue of obligations, the interest on which is, or is intended to be, excluded from gross income for federal income tax purposes within the meaning of Section 150 of the Code, and includes any investment treated as a “tax-exempt bond” for the applicable purpose of Section 148 of the Code.

“*Transferred Proceeds*” means any proceeds of a prior issue that become Proceeds of the Series 2015 Bonds.

“*Trustee*” means The Bank of New York Mellon Trust Company, N.A., as successor to J.P. Morgan Trust Company, National Association as trustee under the Trust Agreement.

“*2015 University Facilities Costs of Issuance Fund*” or “*2015 Costs of Issuance Fund*” means the fund established by the University used to pay certain costs related to the issuance of the Series 2015 Bonds.

“*Yield*” has the meaning assigned to it for purposes of Section 148 of the Code, and means that discount rate that, when used in computing the present value of all payments of principal and interest to be paid on an obligation, computed on the basis of a 360-day year and semiannual compounding, produces an amount equal to (i) the Issue Price in the case of the Series 2015 Bonds, or (ii) the purchase price for Yield purposes in the case of Investment Property. The Yield on Investment Property in which Proceeds of the Series 2015 Bonds are invested is computed on a basis consistent with the computation of Yield on the Series 2015 Bonds.

The terms “state or local bonds, governmental unit”, “loan”, “private business use”, “net proceeds” and other terms relating to Code provisions used but not defined in this Section 12 shall have the meanings given to them for purposes of Sections 103, 141, 148 and 150 of the Code unless the context indicates another meaning. References in this section to Sections are, unless otherwise indicated, references to Code sections.

Unless the context shall otherwise indicate, words importing the singular number shall include the plural number, and vice versa, and the terms “hereof,” “herein,” “hereby,” “hereto,” “hereunder,” and similar terms, mean this Resolution and the Seventh Supplemental Trust Agreement. References to sections, unless otherwise stated, are to sections of this Resolution.

**Section 2. Authority.** This Resolution is adopted pursuant to the General Bond Resolution, the Trust Agreement and the Act.

**Section 3. Authorization of Series 2005 Bond Prepayment and Designation and Purpose of Series 2015 Bonds.** It is hereby declared to be necessary to cause the redemption of the Series 2005 Bonds prior to maturity. To that end, the University may and the University is hereby authorized to cause such redemption either by the deposit of (a) its lawfully available funds, or (b) proceeds of the Series 2015 Bonds. The determination of which method to use to accomplish the 2005 Bond Prepayment shall be made by the Fiscal Officer. In the event the Fiscal Officer determines to use Series 2015 Bond proceeds to accomplish the Series 2005 Bond Prepayment, the University shall, issue, sell and deliver, as provided and authorized by this Resolution, General Receipts Bonds of the University, which shall be designated “Miami University General Receipts Revenue and Refunding Bonds, Series 2015” in the maximum original aggregate principal amount of not to exceed \$55,000,000 (the actual original aggregate principal amount to be as provided by the Certificate of Award), for the purpose of refunding all or a portion of the Series 2005 Bonds and paying a portion of the costs associated with the issuance. For that purpose, the proceeds from the sale of the Series 2015 Bonds shall be allocated and deposited as provided in Section 6 of this Resolution.

**Section 4. Terms and Provisions Applicable to the Series 2015 Bonds.**

(a) **Form and Numbering.** The Series 2015 Bonds shall be issued, unless otherwise subsequently provided in the Seventh Supplemental Trust Agreement entered into pursuant to the Trust Agreement, only in the form of fully registered Bonds, substantially in the form set forth in Exhibit A to the Seventh Supplemental Trust Agreement with such changes as may be necessary to reflect the terms of the Series 2015 Bonds set forth in the Certificate of Award. The Series 2015 Bonds shall be fully registered and numbered as determined by the Fiscal Officer in such manner as to distinguish each Series 2015 Bond from each other Series 2015 Bond.

The Series 2015 Bonds may be registered in the name of either the Original Purchaser or a Securities Depository to be held in a book entry system and the Series 2015 Bonds as such shall be transferable or exchangeable in accordance with Section 2.06 of the Trust Agreement, provided, however that so long as a book entry system is used for the Series 2015 Bonds, they may only be transferred to another Securities Depository or to another nominee of a Securities Depository without further action by the University pursuant to subparagraph (e)(iii) of this Section. Notwithstanding Section 2.06 of the Trust Agreement, the University may, and may require the Trustee to, transfer the Series 2015 Bonds from one Securities Depository to another Securities Depository at any time.

(b) **Terms.**

(i) **Denomination and Dates.** The Series 2015 Bonds shall be issued in the denomination of \$5,000 and any integral multiple of \$5,000, and shall be dated as of the Delivery Date or such other date as may be provided in the Certificate of Award. Each Series 2015 Bond shall have only one principal maturity date, except for interim certificates or receipts which may be issued pending preparation of definitive Series 2015 Bonds.

(ii) Interest. The Series 2015 Bonds shall bear interest from the later of (i) their date or (ii) the most recent date to which interest has been paid or provided for, payable on the Interest Payment Dates at the respective rates per annum set forth in the Certificate of Award.

(iii) Maturities. The Series 2015 Bonds shall mature on March 1 and/or September 1 in the years and in the principal amounts as provided in the Certificate of Award, with the initial maturity and final maturity as set forth in section (c) below.

(iv) Prior Redemption.

(A) The Series 2015 Bonds may be subject to redemption at the option of the University prior to their stated maturities on the redemption dates and at the redemption prices specified in the Certificate of Award. The Fiscal Officer may determine in the Certificate of Award that some or all of the Series 2015 Bonds are not to be callable prior to stated maturity. The Fiscal Officer further may determine in the Certificate of Award that a premium shall be payable to the bondholder upon early redemption of a Series 2015 Bond and that such premium may be calculated in a manner to make the bondholder whole for the loss of the investment or may be calculated as a percentage of the principal amount to be redeemed.

(B) The Series 2015 Bonds of one or more maturities may be subject to mandatory redemption pursuant to mandatory sinking fund requirements by the University at a redemption price equal to 100% of the principal amount redeemed, plus accrued interest to the date of redemption, on September 1 in the years and in the principal amounts provided in the Certificate of Award.

(c) Maturities: Bond Service Charges. The first maturity or mandatory sinking fund payment and the final maturity of the Series 2015 Bonds shall not be later than the dates specified in the Certificate of Award. Principal shall be payable in each year from the first maturity or mandatory sinking fund payment year to the final maturity year either at stated maturity or pursuant to mandatory sinking fund requirements. The weighted average interest rate on all the Series 2015 Bonds shall not exceed 5% per annum. Annual Bond Service Charges on all the Series 2015 Bonds shall be in accordance with the Certificate of Award.

(d) Redemption Prior to Maturity.

(i) If fewer than all of the outstanding Series 2015 Bonds are called for optional redemption at one time, the Series 2015 Bonds to be called shall be designated by the Fiscal Officer in his sole discretion and in any manner the Fiscal Officer determines, without regard to the order of their maturities or their interest rates. If fewer than all of the outstanding Series 2015 Bonds of one maturity and interest rate are to be called for redemption, the selection of the Series 2015 Bonds, or portions of those Series 2015 Bonds (in integral multiples of \$5,000), of that maturity to be called for redemption shall be made in the manner provided in the Seventh Supplemental Trust Agreement. If

optional redemption of any Series 2015 Bonds at a redemption price above 100% of the principal amount to be redeemed is to take place on any applicable mandatory sinking fund redemption date, the selection of the Series 2015 Bonds to be optionally redeemed shall be selected prior to the selection of the Series 2015 Bonds to be redeemed by mandatory sinking fund redemption.

(ii) Notice of call for redemption of Series 2015 Bonds, setting forth the information provided for in Section 3.03 of the Trust Agreement, shall be given by the Trustee on behalf of the University. Failure to receive notice by mailing, or any defect in that notice, as to any Series 2015 Bond shall not affect the validity of the proceedings for the redemption of any other Series 2015 Bond.

(e) Places and Manner of Payment and Paying Agents.

(i) The principal of and any redemption premium on Series 2015 Bonds shall be payable when due only to the registered owners, upon presentation and surrender of the Series 2015 Bonds at the principal corporate trust office of the Trustee.

(ii) Interest on any Series 2015 Bond due on each Interest Payment Date shall be payable by check or draft which the Trustee shall cause to be mailed on the Interest Payment Date to the person who is the registered owner of the Bond (or one or more predecessor Bonds) at the close of business on the Regular Record Date applicable to that Interest Payment Date, at the address then appearing on the Register. If and to any extent, however, that the University shall make neither payment nor provision for payment of interest on any Series 2015 Bond on any Interest Payment Date, that interest shall cease to be payable to the person who was the registered owner of that Bond (or of one or more predecessor Bonds) as of the applicable Regular Record Date; when moneys become available for payment of that interest the Trustee shall, subject to Section 2.05 of the Trust Agreement, establish a Special Record Date for the payment of that interest which shall be not more than 15 or fewer than 10 days prior to the date of the proposed payment, and the Trustee shall cause notice of the proposed payment and of the Special Record Date to be mailed to the person who is the registered owner of that Bond on a date not fewer than 10 days prior to the Special Record Date, at the address as then appears on the Register, and thereafter that interest shall be payable to the person who is the registered owner of that Bond (or a predecessor Bond) at the close of business on the Special Record Date.

(iii) Notwithstanding any other provision of this Resolution or any provision of the General Bond Resolution, the Trust Agreement, the Seventh Supplemental Trust Agreement or any Series 2015 Bond to the contrary, with the written approval of the University, the Trustee may enter into an agreement with a Securities Depository, or the nominee of a Securities Depository that is the registered owner of a Series 2015 Bond in the custody of that Securities Depository providing for making all payments to that registered owner of principal of and interest and any premium on that Series 2015 Bond or any portion of that Series 2015 Bond (other than any payment of its entire unpaid principal amount) at a place and in a manner (including wire transfer of federal funds) other than as provided above in this Resolution, without prior presentation or surrender of

the Series 2015 Bond, upon any conditions which shall be satisfactory to the Trustee and the University. That payment in any event shall be made to the person who is the registered owner of that Series 2015 Bond on the date that principal and premium is due, or, with respect to the payment of interest, as of the applicable Regular Record Date or Special Record Date or other date agreed upon, as the case may be. The Trustee will furnish a copy of each of those agreements, certified to be correct by an officer of the Trustee, to other authenticating agents and paying agents for Series 2015 Bonds, if any, and to the University. Any payment of principal, premium, or interest pursuant to such an agreement shall constitute payment thereof pursuant to, and for all purposes of, this Resolution and the Seventh Supplemental Trust Agreement.

(iv) Alternate Paying Agents may be designated in the Certificate of Award by the Fiscal Officer.

(f) Execution and Authentication. The Series 2015 Bonds shall be executed and authenticated in the manner provided in the Trust Agreement. Alternate Authenticating Agents may be designated by the Fiscal Officer in the Certificate of Award.

**Section 5. Series 2005 Bond Prepayment; Sale of Series 2015 Bonds.**

(a) General. The Fiscal Officer is authorized to determine:

(i) whether to accomplish the Series 2005 Bond Prepayment by a deposit of the University's lawfully available funds, the deposit of the proceeds of the Series 2015 Bonds, or a combination of the two;

(ii) the principal amount of Series 2015 Bonds to be issued provided that the aggregate amount of Series 2015 Bonds shall not to exceed \$55,000,000;

(iii) the interest rates on the Series 2015 Bonds;

(iv) the amount of any original issue discount and/or premium on the Series 2015 Bonds;

(v) the maturities of the Series 2015 Bonds, as limited by Section 4(c) herein;

(vi) the optional and mandatory redemption dates, if any, and redemption prices for the Series 2015 Bonds; and

(vii) the purchase price for the Series 2015 Bonds.

The Series 2015 Bonds shall be sold by the Fiscal Officer to the Original Purchaser on such terms not inconsistent with this Resolution as are provided in the Certificate of Award and the Bond Purchase Agreement.

The Fiscal Officer is authorized and directed to execute the Certificate of Award and the Bond Purchase Agreement, in order to provide for the definitive terms and terms of sale of the Series 2015 Bonds as provided in this Resolution, and to award and provide for sale of the Series

2015 Bonds to the Original Purchaser. The Bond Purchase Agreement shall not be materially adverse to the University as shall be approved by the Fiscal Officer, his execution of the Bond Purchase Agreement to constitute conclusive approval of any such changes on behalf of the University. The Certificate of Award shall be incorporated in and form a part of the Seventh Supplemental Trust Agreement.

(b) Official Statement. The Fiscal Officer is authorized and directed, on behalf of the University, and in his official capacity, to prepare or cause to be prepared, if the Fiscal Officer determines that it is necessary, a preliminary official statement relating to the original issuance of the Series 2015 Bonds; to determine, and to certify or otherwise represent, when such preliminary official statement is “deemed final” for purposes of Securities and Exchange Commission Rule 15c2-12(b)(1); and to use and distribute, or authorize the use and distribution of such preliminary official statement in connection with the original issuance of the Series 2015 Bonds until an official statement is prepared. All actions previously taken by the Fiscal Officer in this regard relating to a preliminary official statement are hereby approved, ratified and confirmed.

The Fiscal Officer is further authorized and directed, on behalf of the University, and in his official capacity, to prepare or cause to be prepared, if the Fiscal Officer determines that it is necessary, an official statement, and any necessary supplements thereto, relating to the original issuance of the Series 2015 Bonds; to determine, and to certify or otherwise represent, when such official statement is a final official statement for purposes of Securities and Exchange Commission Rule 15c2-12(b)(3) and (4); to use and distribute, or authorize the use and distribution of such official statement, and any supplements thereto, in connection with the sale of the Series 2015 Bonds; and to sign and deliver the official statement.

The Fiscal Officer is further authorized and directed, on behalf of the University, and in his official capacity, to sign and deliver such certificates in connection with the accuracy of the preliminary official and the final official statements and any supplements thereto as may, in his judgment, be necessary or appropriate.

(c) Further Authorization. The Fiscal Officer is further authorized and directed, on behalf of the University, and in his official capacity, to sign and deliver on the Issuance Date, such other certificates and documents as may be reasonably necessary in the opinion of Bond Counsel to complete the sale of the Series 2015 Bonds. The General Counsel in her official capacity is hereby authorized and directed to sign and deliver on the Issuance Date a legal opinion in form and substance acceptable to Bond Counsel.

#### **Section 6. Allocation of Proceeds of Series 2015 Bonds/University Funds.**

(a) Allocation. All University funds to be used for the Series 2005 Bond Prepayment and the proceeds from the sale of the Series 2015 Bonds shall be received and receipted for by the Fiscal Officer or by his authorized representative for that purpose, and shall be allocated, deposited and credited as follows:

(i) To the Bond Service Account in the Bond Service Fund, any portion of the proceeds representing accrued or capitalized interest, if any;

(ii) To the 2015 Costs of Issuance Fund an amount, to be determined by the Fiscal Officer, to pay the costs of issuance of the Series 2015 Bonds; and

(iii) To the appropriate account created in the Escrow Deposit Agreement (the “Refunding Account”) to be applied to the refunding of the Series 2005 Bonds.

(b) 2015 Costs of Issuance Fund.

(i) The 2015 Costs of Issuance Fund shall be held by the University in a separate deposit account or accounts set up in a bank or banks that are members of the Federal Deposit Insurance Corporation, and used to pay costs of issuance of the Series 2015 Bonds that constitute “costs of facilities” as defined in the Act (the “Costs of Issuance”).

(ii) The Fiscal Officer shall apply the 2015 Costs of Issuance Fund pursuant to the provisions of this Section 6 to the payment of the Costs of Issuance, including, without limitation, the reimbursement of the University for moneys heretofore advanced to pay Costs of Issuance in anticipation of the issuance of the Series 2015 Bonds.

(iii) Moneys to the credit of the 2015 Costs of Issuance Fund, pending their application as above set forth, shall be subject to a lien and charge in favor of the holders of the Series 2015 Bonds, and the University covenants that it will not cause or permit to be paid from the 2015 Costs of Issuance Fund any moneys except in compliance with the provisions of this Resolution, the Trust Agreement and the Seventh Supplemental Trust Agreement.

(iv) Moneys on deposit in the 2015 Costs of Issuance Fund may be invested by or at the direction of the Fiscal Officer in Eligible Investments (as defined in the Seventh Supplemental Trust Agreement) maturing or redeemable at the option of the holder prior to the time needed for the purposes thereof. The investments and the proceeds of their sale shall constitute part of the 2015 Costs of Issuance Fund, and earnings from any of those investments shall be credited to the 2015 Costs of Issuance Fund. The investments may be sold, exchanged or collected from time to time by or at the direction of the Fiscal Officer.

(v) Any balance remaining in the 2015 Costs of Issuance Fund after the Fiscal Officer has certified to the Trustee that payment of Costs of Issuance has been accomplished or provided for to the satisfaction of the University shall be deposited in the Bond Service Account and used for payment of interest on the Series 2015 Bonds, or expended for costs of University Facilities with the approval of the Board if that payment or expenditure shall not, in the opinion of Bond Counsel to the University, adversely affect the exclusion of interest on the Series 2015 Bonds from gross income for federal income tax purposes.

(c) Refunding Account.

(i) The Refunding Account shall be held by the Escrow Trustee and invested and used as set forth in the Escrow Deposit Agreement.

**Section 7. Tax Covenants; Rebate Fund.**

(a) Covenants. The University hereby covenants that:

(i) It will restrict the use of the proceeds of the Series 2015 Bonds in such manner and to such extent, if any, as may be necessary so that the Series 2015 Bonds will not constitute arbitrage bonds under Section 148 of the Code. The Fiscal Officer, or any other officer of the University having responsibility for the issuance of the Series 2015 Bonds, alone or in conjunction with any other officer or employee of or any consultant to the University, shall give an appropriate certificate of the University, for inclusion in the transcript of proceedings for the Series 2015 Bonds, setting forth the reasonable expectations of the University regarding the amount and use of all the proceeds of the Series 2015 Bonds, the facts, circumstances and estimates on which they are based, and other facts and circumstances relevant to the tax treatment of the interest on the Series 2015 Bonds.

(ii) It (a) will take or cause to be taken such actions that may be required of it for the Series 2015 Bonds to be and remain Tax-Exempt Bonds at the time of their delivery to the Original Purchaser, and (b) will not take or authorize to be taken any actions that would adversely affect that status under the Code, and that it, or persons acting for it, will, among other acts of compliance, (1) apply the proceeds of the Series 2015 Bonds to the governmental purpose of the borrowing, (2) restrict the yield on investment property acquired with those proceeds, (3) make timely rebate payments to the federal government, (4) maintain books and records and make calculations and reports, and (5) refrain from certain uses of those proceeds, all in such manner and to the extent necessary to assure such exclusion of that interest under the Code. The Fiscal Officer and other appropriate officers are authorized and directed to take any and all actions, make calculations and rebate payments to the federal government, and make or give reports and certifications, as may be appropriate to assure such exclusion of that interest.

(b) Rebate Fund. There is hereby created the Series 2015 Bonds Rebate Fund (the Rebate Fund), to be in the custody of the Trustee, which shall be continuously invested in Eligible Investments by the Trustee at the oral direction (confirmed in writing) of the Fiscal Officer. The Rebate Fund shall be held, administered and disposed of in accordance with the provisions of the Seventh Supplemental Trust Agreement. Amounts credited to the Rebate Fund are not General Receipts and shall be free and clear of any lien under the Seventh Supplemental Trust Agreement or under the Trust Agreement.

**Section 8. Credit Enhancement; Escrow Deposit Agreement; Other Agreements.** If he determines it to be in the best interest of the University in order to achieve maximum cost savings on the Series 2015 Bonds, the Fiscal Officer may obtain credit enhancement for all or any portion of the Series 2015 Bonds.

The Fiscal Officer is authorized to enter into such agreements and to make such changes to the Seventh Supplemental Trust Agreement and the Series 2015 Bond form as may be required in connection with such credit enhancement. The Fiscal Officer is further authorized to enter into such agreements and execute such certificates as may be required in connection with the issuance, sale and delivery of the Series 2015 Bonds.

The Fiscal Officer is authorized and directed to execute and deliver to the Escrow Trustee, in the name of and on behalf of the University, an Escrow Deposit Agreement in connection with the refunding of the Series 2005 Bonds.

**Section 9. Seventh Supplemental Trust Agreement.** The Chairman of the Board or the President of the University, and the Fiscal Officer, or any one or more of them, are authorized and directed to execute and deliver to the Trustee, in the name of and on behalf of the University, and the Secretary to the Board is authorized and directed to attest, a Seventh Supplemental Trust Agreement pursuant to the Trust Agreement and in connection with the issuance of the Series 2015 Bonds.

**Section 10. Open Meeting.** It is found and determined that all formal actions of this Board concerning and relating to the adoption of this Resolution were taken in an open meeting of this Board, and that all deliberations of this Board and of any of its committees that resulted in those formal actions were taken in meetings open to the public, in full compliance with applicable legal requirements including Section 121.22 of the Revised Code.

BOARD OF TRUSTEES OF MIAMI UNIVERSITY

By: \_\_\_\_\_  
Theodore O. Pickerill  
Secretary to the Board of Trustees

Adopted: May 1, 2015

I attest that this is a true and accurate copy of the original resolution R-2015-43 passed by the Miami University Board of Trustees on May 1, 2015 and remains in effect.

Theodore O. Pickerill  
Secretary to the Board of Trustees

\_\_\_\_\_, 2015



BOARD OF TRUSTEES  
ROUDEBUSH HALL ROOM 212  
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## **Resolution R2015-45**

WHEREAS, from time to time, Miami University accumulates financial balances through the receipt of large, unrestricted gifts and the prudent management of resources; and

WHEREAS, the Provost, the Deans, the Senior Vice President for Finance and Business Services, and the Vice President for Advancement periodically identify a portion of these funds that can be utilized to create quasi-endowments to establish a source of long-term funding for strategic initiatives; and

WHEREAS, the Senior Vice President for Finance and Business Services of the University, with the concurrence of the Finance and Audit Committee, has recommended the establishment of a Quasi-Endowment Policy, as stated below; and

WHEREAS, the Board of Trustees of Miami University adopted Resolution R2002-40 on June 21, 2002, establishing the Non-Endowment Funds Investment Policy; and

WHEREAS, the Board of Trustees adopted Resolution R2010-7 on September 18, 2009 to update and amend the Non-Endowment Investment Policy; and

WHEREAS, the Senior Vice President for Finance and Business Services of the University, with the concurrence of the Finance and Audit Committee, has recommended additional revisions to the policy, as stated below;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees approves the Quasi-Endowment Policy; and

BE IT FURTHER RESOLVED that the Board of Trustees approves the amended Non-Endowment Funds Investment Policy; and

BE IT FURTHER RESOLVED that this Resolution supersedes and replaces Resolution R2010-7.

## **QUASI-ENDOWMENT POLICY**

## **MIAMI UNIVERSITY**

### **May 2015**

From time to time, Miami University accumulates financial balances through the receipt of large, unrestricted gifts and the prudent management of resources. Periodically, it may be appropriate to establish a quasi-endowment with these funds.

#### Definition

Quasi-endowment funds function like an endowment, but are funded from institutional funds or non-endowed donor gifts. The intended use of these funds is determined by designation of the governing body of the institution.

#### Purpose

To provide a vehicle for academic divisions of Miami University to target the long-term investment of academic division generated carry forward funds and non-endowed donor gifts for purposes outside the normal operating budget of the University. Quasi-endowments provide clarity regarding how carry forward funds and donor gifts benefit current and future students. A quasi-endowment is invested in the endowment pool and provides a long-term source of funding for specific or strategic programming through an annual distribution of a portion of its earnings. This approach provides a more diversified and less tuition dependent revenue source for the University, and helps to offset the lack of a larger University endowment.

#### Guidelines

1. Quasi-endowments are long-term funding sources for the designated purposes, as identified by the Miami University administration and ratified by its Board of Trustees.
2. The principal of quasi-endowments can divert back to carry forward funds only under extraordinary circumstances.
3. Quasi-endowments are invested in the Miami University endowment pool. This pool is exposed to long-term investment strategies that will result in short-term fluctuations in market values. While care is given in the investment process to manage this volatility, these valuation fluctuations may lead to volatility in the amount that is distributed each year.
4. The annual spending distribution from quasi-endowment funds follow the endowment spending policies approved by the Board of Trustees, and the funds are subject to the endowment's annual administrative fees.
5. A portion of quasi-endowment principal may be distributed if the calculated spending distribution is greater than the accumulated earnings. Such distributions must be approved by the Board of Trustees.

6. The annual spending distributions from quasi-endowments should generally be used to provide scholarships and quality improvements to academic programs.
7. Annual spending distributions will be made at the end of June to the designated expendable accounts, as determined upon creation of each quasi-endowment.
8. Annual spending distributions may not be spent until they have been disbursed to expendable accounts.
9. Minimum size for a quasi-endowment from carry forward is \$100,000.
10. Minimum size for a quasi-endowment from unrestricted gifts is \$50,000.

#### Approval Process

1. Academic departments intending to create a quasi-endowment with budget carry forward funds will describe the intended purpose of the fund in a memorandum to the appropriate Dean.
2. If the Dean approves the plan, it is forwarded to the Provost and the Senior Vice President for Finance & Business Services.
3. If the Provost and the Senior Vice President for Finance & Business Services approve the plan, it is submitted to the Finance & Audit Committee of the University Board of Trustees, and then to the full Board of Trustees.
4. If the full Board of Trustees approves the plan, the designated amount is transferred to the Miami University Endowment pool and a quasi-endowment fund is created in the accounting system. Units in the pool are purchased at net asset value.
5. Quasi-endowments funded with donor gifts follow the above approval process by the Board of Trustees, with the Vice President for Advancement leading the process and the purpose adhering to any guidelines specified by the donor. If the gift is unrestricted, the purpose of the quasi-endowment may be for the general needs of the University, as determined annually by the President, Provost, Senior Vice President for Finance and Business Services, and the Vice President for Advancement.
6. Future additions to existing quasi-endowments require approval of the Provost and the Senior Vice President of Finance and Business Services.
7. Quasi-endowments are intended to provide a permanent funding source. In order to repurpose or terminate a quasi-endowment, the above approval process must be repeated.

**NON-ENDOWMENT FUNDS INVESTMENT POLICY**  
**MIAMI UNIVERSITY**  
**Updated May 2015**

- A. All university funds derived from the sources enumerated in Ohio Revised Code 3345.05 (A) (hereinafter referred to as Non-Endowment Funds) shall for investment purposes be designated into one of three pools: 1) University's Operating Cash pool; 2) University's Core Cash pool; and 3) University's Long-Term Capital pool. In addition, the Miami University Board of Trustees may designate some of these funds as quasi-endowments, which for investment purposes shall be invested in the University's endowment pool according to the endowment investment policy (Appendix A).
- B. The investment of the remaining Non-Endowment Funds shall be made with an average of at least twenty-five percent of the average amount of the investment portfolio over the course of the previous fiscal year invested in securities of the United States government or of its agencies or instrumentalities, the treasurer of the state's pooled investment program, obligations of this state or any political subdivision of this state, certificates of deposit of any national bank located in this state, written repurchase agreements with any eligible Ohio financial institution that is a member of the federal reserve system or federal home loan bank, money market funds, or bankers acceptances maturing in two hundred seventy days or less which are eligible for purchase by the federal reserve system, as a reserve.
- C. The investment of Non-Endowment Funds will be guided by the objective of earning market rates of return while accepting a low level of market risk. The portfolio's asset allocation will be statistically modeled using historical and projected risk and return characteristics of the portfolio's asset classes. The portfolio will be constructed so that the statistical models project a 15% or lower probability of loss in any one year, and a projected one-year worst-case loss of 5% or less.
- D. The investment allocation objectives and instruments of each pool shall be:
- Operating Cash
    - Objective: To meet the day-to-day cash obligations of the University.
    - Investments: Short-term U.S. Treasury and government agency securities, commercial and bank paper, and AAA-rated corporate fixed income securities, with an average weighted maturity of less than one year.
  - Core Cash
    - Objective: To provide a liquid source of funds in the event the Operating Cash pool is insufficient to meet the University's cash needs.
    - Investments: Intermediate-term fixed income investments in U.S. Treasury and government agency securities, corporate fixed income

securities rated A or better, and commercial and bank paper, with an average weighted maturity of between one and five years.

➤ Long-Term Capital

- Objective: To optimize earned income on long-term funds which would be expended by the University in the unlikely event of severe financial exigency.
- Investments: The primary determinant of allocation will be the risk parameters established in paragraph C.

E. Asset allocation target ranges will be:

Operating Cash: between two and six months of projected cash needs.

Core Cash: between two and six months of projected cash needs.

Long-Term Capital: funds in excess of the amounts needed for operating and core cash purposes.

F. Rebalancing may occur at the discretion of the Treasurer, as conditions dictate.

G. The Board of Trustees' Finance and Audit Committee shall serve as the Investment Committee required by Ohio Revised Code 3345.05. The Committee may retain the services of an investment advisor who satisfies the requirements of Ohio Revised Code Section 3345.05 (D) (1) and may delegate implementation of this policy to an investment subcommittee comprised of Board members and university employees. The Investment Committee shall report at least semi-annually to the Board.

H. All fiduciaries are required to discharge their duties with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.

## APPENDIX A

### MIAMI UNIVERSITY FOUNDATION INVESTMENT POLICY FEBRUARY 2014

The Directors of the Miami University Foundation recognize their responsibility to prudently manage the funds that have been and will be given to the Foundation. Spending from these funds is intended to benefit Miami University in perpetuity; therefore, the Foundation's investment policy, built upon the Foundation's Core Investment Philosophy, is intended to protect the principal of the funds and to produce maximum total return without assuming inappropriate risks.

#### GOALS

The Directors hereby affirm the following goals for the Foundation's investment portfolio:

- 1) To maintain a proper balance between the preservation of principal, the total return available for spending, and the enhancement of the value of the funds.
- 2) To maintain a spending rate that protects the real value of the principal, thereby preserving intergenerational equity.
- 3) To provide investment returns which are sufficient to meet the Endowment's spending requirements while remaining within an acceptable level of volatility, as determined by the Endowment's Asset Allocation Policy.

#### OBJECTIVES

The Directors' primary objective is to target a long-term risk adjusted return that exceeds the sum of the annual spending rate, the long-term inflation rate, and operating fees and expenses.

Due to the long-term investment horizon of the Foundation's funds, the Directors recognize that the portfolio can tolerate some year-to-year fluctuations in returns. The Directors also acknowledge that the values of the variables in the target rate of return, along with expectations for future rates of return, will vary over time. However, the portfolio is modeled such that it plans to achieve its objective over a complete business cycle, with excess returns providing real growth in the fund.

While recognizing that short term volatility accompanies the pursuit of long term returns, the Directors also acknowledge the importance of the annual Endowment distribution to Miami University, its students, and faculty. The Directors will endeavor to strike a prudent balance between these potentially conflicting short and long term objectives.

## PORTFOLIO MANAGEMENT

Oversight and direction of the Foundation's investment portfolio shall be the responsibility of the Investment Committee of the Foundation Board of Directors. The Investment Committee will establish an asset allocation policy designed to achieve the Foundation's investment goals and objectives. The asset allocation policy may be updated from time to time, as circumstances and capital market expectations warrant.

The Investment Committee does not view its role as one of making individual investment decisions. Decisions on specific investments will be made by advisors and managers. The investment managers will be jointly recommended by the Foundation's Chief Investment Officer and external investment consultant, and approved by the Investment Committee. These managers will comprise a variety of investment strategies to implement the Asset Allocation Policy.

In managing and investing the Foundation's pooled fund, the following factors shall be considered:

- 1) General economic conditions;
- 2) The possible effect of inflation or deflation;
- 3) The role that each investment or course of action plays within the overall investment portfolio of the fund;
- 4) The expected total return from income and the appreciation of investments;
- 5) Other resources of the Miami University Foundation;
- 6) The need of the Miami University Foundation and of the fund to make distributions and preserve capital;
- 7) An asset's special relationship or special value, if any, to the purposes of Miami University Foundation.

Management and investment decisions shall be made not in isolation but rather in the context of the Miami University Foundation's portfolio of investments as a whole and as part of an overall investment strategy having risk and return objectives reasonably suited to the fund and to the Foundation. In considering these factors, the investment committee may rely on the advice of external financial experts.

The Investment Committee will regularly review the strategy and performance of the Foundation investment managers. Any change in investment philosophy, style, or a significant departure from past procedure by an investment manager will be reviewed by the Committee.

The Investment Committee has the authority to invest new funds and to rebalance the investment portfolio among the managers, with the objective of maintaining the Foundation's adherence to its asset allocation target ranges.



BOARD OF TRUSTEES  
ROUDEBUSH HALL ROOM 212  
OXFORD, OHIO 45056  
(513) 529-6225 MAIN  
(513) 529-3911 FAX  
WWW.MIAMIOH.EDU

May 1, 2015  
Finance and Business Services

RESOLUTION 2015-44

WHEREAS, Miami University is currently involved in the North Quad Renovation Project, which includes the renovation of Brandon, Flower, Hahne, and Hepburn Residence Halls, the Martin Dining Hall and a portion of the North Chiller Plant at Billings Hall;

WHEREAS, the project involves the relocation of overhead electrical transmission lines, which requires that the University grant a new utility easement to Duke Energy of Ohio, Inc. to construct and maintain these lines, a copy of which is attached to this Resolution and incorporated herein ("Utility Easement");

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees approves the Utility Easement, subject to the terms and conditions set forth therein.

BE IT FURTHER RESOLVED that the Senior Vice President for Finance and Business Services be authorized to sign the Utility Easement, and perform those acts necessary to carry out and perform the terms thereof.

*Approved by the Board of Trustees  
May 1, 2015*

A handwritten signature in black ink, appearing to read 'T. O. Pickerill II', with a horizontal line extending to the right.

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

## GRANT OF EASEMENT

(Pt. Parcel #s H4000009000002 and H4000009000003 )

In consideration of the sum of One Dollar (\$1.00) and other good and valuable consideration, the receipt of which is hereby acknowledged, **MIAMI UNIVERSITY**, an Ohio nonprofit corporation, (hereinafter referred to as "Grantor"), hereby grant(s) unto **DUKE ENERGY OHIO, INC.**, an Ohio corporation, with a mailing address of 139 East Fourth Street, Cincinnati, OH 45202 and its successors and assigns (hereinafter referred to as "Grantee"), a perpetual, non-exclusive easement, to construct, reconstruct, operate, patrol, maintain, repair, replace, relocate, add to, modify and remove electric and/or telecommunication overhead line or lines, including but not limited to, all necessary and convenient supporting structures (such as poles), wires, cables, guy wires with anchors, grounding systems, counterpoises, and all other appurtenances, fixtures and equipment (hereinafter referred to as the "Facilities") for the transmission and distribution of electrical energy, and for technological purposes (including but not limited to telecommunications), in, upon, over, along, under, through and across the following described real estate:

Situate in Section 23, Town 5, Range 1, east of the meridian line drawn northwardly from the mouth of the Great Miami River in the City of Oxford, Butler County, Ohio, being a part of: 1) Lots Four (4) and Five (5) of the lands of Miami University (N.K.A. Lot 1628 of the City of Oxford), and being that property conveyed from HELEN M. BISHOP to THE PRESIDENT AND TRUSTEES OF THE MIAMI UNIVERSITY by deed dated August 22, 1929 and recorded in **Deed Book 293, Page 158**; and 2) Lot Four (4) of the lands of Miami University (N.K.A. Lot 1630 of the City of Oxford), and being that property conveyed from FRANCES L. RIGLING to THE PRESIDENT AND TRUSTEES OF MIAMI UNIVERSITY by deed dated August 9, 1938, and recorded in **Deed Book 330, Page 293**; both documents in the Office of the Recorder of Butler County, Ohio (hereinafter referred to as "Grantor's Property").

Said easement being that area indicated, relative to landmarks and property lines, as shown on a drawing marked Exhibit "A", attached hereto and becoming a part hereof, and shall be further evidenced by the Facilities where constructed on Grantor's Property (hereinafter referred to as "the Easement Area").

This easement grant shall include, but not be limited to, the following respective rights and duties of Grantor and Grantee:

1. Grantee shall have the right of ingress and egress over the Easement Area, and over the adjoining land of Grantor's Property (using lanes, driveways, and adjoining public roads where practical as determined by Grantee).

2. Grantee shall have the right to cut down, clear, trim, remove, and otherwise control any trees, shrubs, overhanging branches, and/or other vegetation upon or over the Easement Area. Grantee shall also have the right to cut down, clear, trim, remove, and otherwise control any trees, shrubs, overhanging branches, and/or other vegetation which are adjacent to the Easement Area but only to the extent such vegetation may endanger, as reasonably determined by Grantee, the safe or reliable operation of the Facilities, or where such vegetation is trimmed consistent with generally accepted arboricultural practices.

3. Grantee shall have the right to allow third parties (a) to attach equipment to Grantee's Facilities and (b), to trench with Grantee's Facilities, and with either (a) or (b), any such equipment shall include, but not be limited to, wires, cables, and other fixtures; provided, that Grantor shall pursue any claim with the third party and not Grantee, if any such claim arises out of any third party's attachment.

4. To the best of Grantor's knowledge, the Easement Area and the adjoining land of Grantor's Property, have never been used to release, discharge, generate or store any toxic, hazardous, corrosive, radioactive or otherwise harmful substance or material.

5. Grantor shall not place, or permit the placement of, any obstructions, which may interfere with the exercise of the rights granted herein to Grantee. Grantee shall have the right to remove any such obstruction.

6. Grantee shall have the right to pile dirt and other material and to operate equipment upon the surface of the Easement Area and the adjoining land of Grantor's Property, *but only* during those times when Grantee is constructing, reconstructing, maintaining, repairing, replacing, relocating, adding to, modifying, or removing the Facilities.

7. Excluding the removal of vegetation and obstructions as provided herein, any physical damage to the surface area of the Easement Area and the adjoining land of Grantor's Property resulting from the exercise of the rights granted herein to Grantee, shall be promptly paid by Grantee, or repaired or restored by Grantee to a condition which is reasonably close to the condition it was in prior to the damage, all to the extent such damage is caused by Grantee or its contractors or employees. In the event that Grantee does not, in the opinion of Grantor, satisfactorily repair any damage, Grantor must, within ninety (90) days after such damage occurs, file a claim for such damage with Grantee at (a) 139 East Fourth Street, Cincinnati, OH 45202 Attn: Right of Way Services, or (b) by contacting an authorized Right of Way Services representative of Grantee.

8. Grantor shall have the right to use the Easement Area and the adjoining land of Grantor's Property in any manner which is consistent with the rights granted herein to Grantee, and shall comply with all applicable codes when making use of the land near the Facilities.

9. Notwithstanding anything to the contrary contained herein, Grantor shall not without the prior written consent of Grantee (a) construct or install, or permit the construction or installation of any building, house, or other above-ground structure, or portion thereof, upon the Easement Area; or (b) excavate or place, or permit the excavation or placement of any dirt or other material upon or below the Easement Area; or (c) cause, by excavation or placement of material, either on or off the Easement Area, a pond, lake, or similar containment vehicle that would result in the retention of water in any manner within the Easement Area.

10. Grantor warrants that it has the necessary authority and title to Grantor's Property to grant this easement to Grantee, and shall defend and hold Grantee harmless from the claim of any third party that Grantor does not have such authority or title.

11. The respective rights and duties herein of Grantor and Grantee shall inure to the benefit of, and shall be binding upon the respective successors, assigns, heirs, personal representatives, lessees, licensees, and/or tenants of Grantor and Grantee. Easement, Grantor and Grantee, as used herein, shall be deemed to be plural, when required to be so. The exercise of any or all of the rights and privileges of Grantee set forth herein, shall be at the sole discretion of Grantee.

IN WITNESS WHEREOF, Grantor has caused this Grant of Easement to be signed by its duly authorized representative(s), effective the \_\_\_\_\_ day of \_\_\_\_\_, 2015.

MIAMI UNIVERSITY, an Ohio nonprofit corporation , Grantor

By: \_\_\_\_\_ By: \_\_\_\_\_
Name: \_\_\_\_\_ Name: \_\_\_\_\_
Title: \_\_\_\_\_ Title: \_\_\_\_\_

STATE OF OHIO )
) SS:
COUNTY OF \_\_\_\_\_ )

Personally appeared before me this day \_\_\_\_\_ and \_\_\_\_\_, duly authorized representative(s) of Grantor and acknowledged the signing of this Grant of Easement by \_\_\_\_\_ to be a voluntary act and deed for and on behalf of Grantor, and having been duly sworn/affirmed, state(s) that any representations contained therein are true to the best of \_\_\_\_\_ personal knowledge.

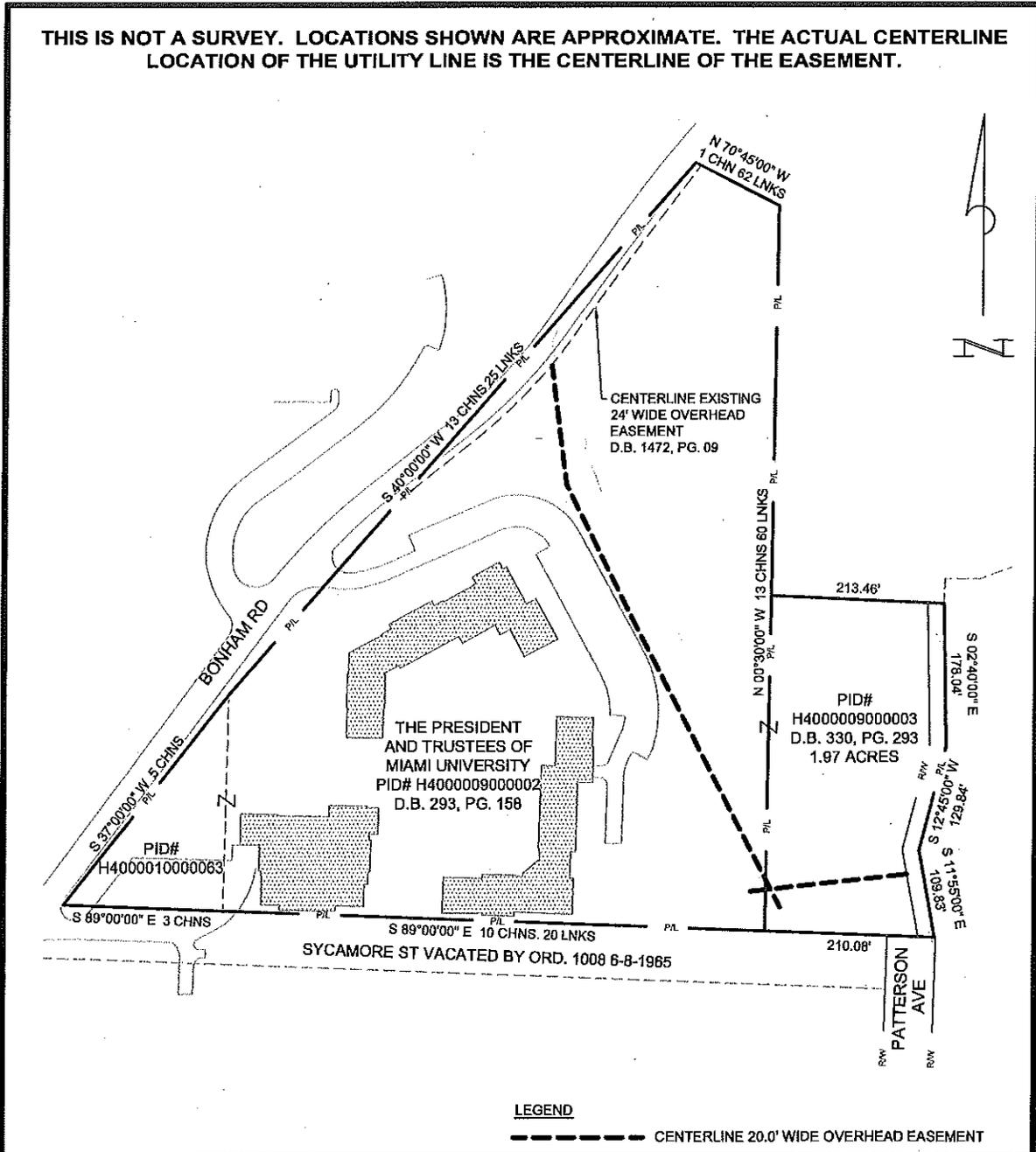
WITNESS my hand and notarial seal, this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

My Commission Expires: \_\_\_\_\_ Signed Name: \_\_\_\_\_
My County of Residence: \_\_\_\_\_ Printed Name: \_\_\_\_\_

This Instrument Prepared by Janice L. Walker, Attorney-at-Law, 139 E. Fourth St. Cincinnati, OH 45202.

For Grantee's Internal Use:

Emax #: E7241509
LU#1672266
Pole: BTO-14783
Prep/Chk: TLM/RTS Exec/Rec: \_\_\_\_\_
Prepared Date: March 10, 2015



<p><b>SAFETY EXPECTATIONS FOR THIS JOB ARE THAT YOU</b></p> <ul style="list-style-type: none"> <li>• REDUCE RISK</li> <li>• REMOVE EXPOSURE TO HAZARDS</li> <li>• REINFORCE SAFE BEHAVIOR</li> </ul>	<p><b>DUKE ENERGY OHIO, INC. - EXHIBIT "A"</b></p>		<p><b>DUKE ENERGY</b></p> <p>139 E. FOURTH STREET CINCINNATI, OHIO 45202</p> <p>SURVEY # 104145-447273</p> <p>LU # 1672266   Site # 104145</p> <p>eMax # E7241509</p>	
	<p>PROPERTY OWNER: THE PRESIDENT AND TRUSTEES OF THE MIAMI UNIVERSITY</p>			
	<p>LOCATION: BONHAM RD, SEC 23, T-5, R-1 CITY OF OXFORD, BUTLER CO, STATE OF OHIO</p>			
	<p>DATE: 3/09/2015</p>	<p>DRAWN BY: DES</p>		<p>CHECKED BY:</p>
	<p>REVISION DATE:</p>	<p>REVISED BY:</p>		

# *Board of Trustees*

May 1, 2015



MIAMI UNIVERSITY

# *University Advancement Report*

**Tom Herbert, J.D.**

*Vice President, University Advancement  
Executive Director, Miami University Foundation*



MIAMI UNIVERSITY

# *Topics*

- How Fundraising Priorities are Established
- How We Count “Total Voluntary Support”
- 2020 Plan Fundraising Update
- Driver of Results
- FY’14 Performance and FY’15 to date
- Fundraising Focus in FY’15
- Update of Advancement Initiatives

# *How Priorities are Established*



# ***How Priorities are Established***

- Priorities set by Senior Leadership at an institution
- Advancement advises on the feasibility of priorities and then executes with campus partners

# How We Count



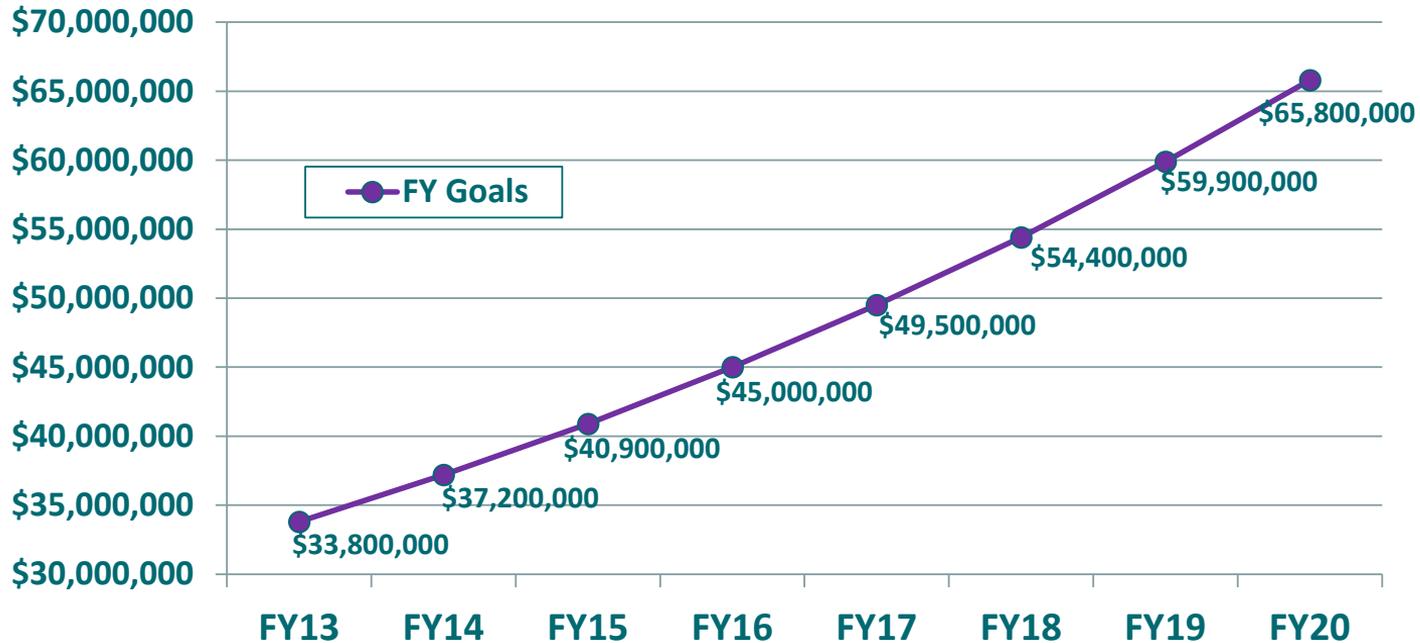
## ***How We Count***

- Council for the Advancement and Support of Education (CASE) Counting Guidelines, “Total Voluntary Support”:
  - Outright Gifts, Pledges and Planned Gifts
  - Non-governmental Grants
  - Corporate Sponsorships and “In-Kind” Gifts

# *2020 Plan Fundraising Update*



# 2020 Plan Fundraising Update

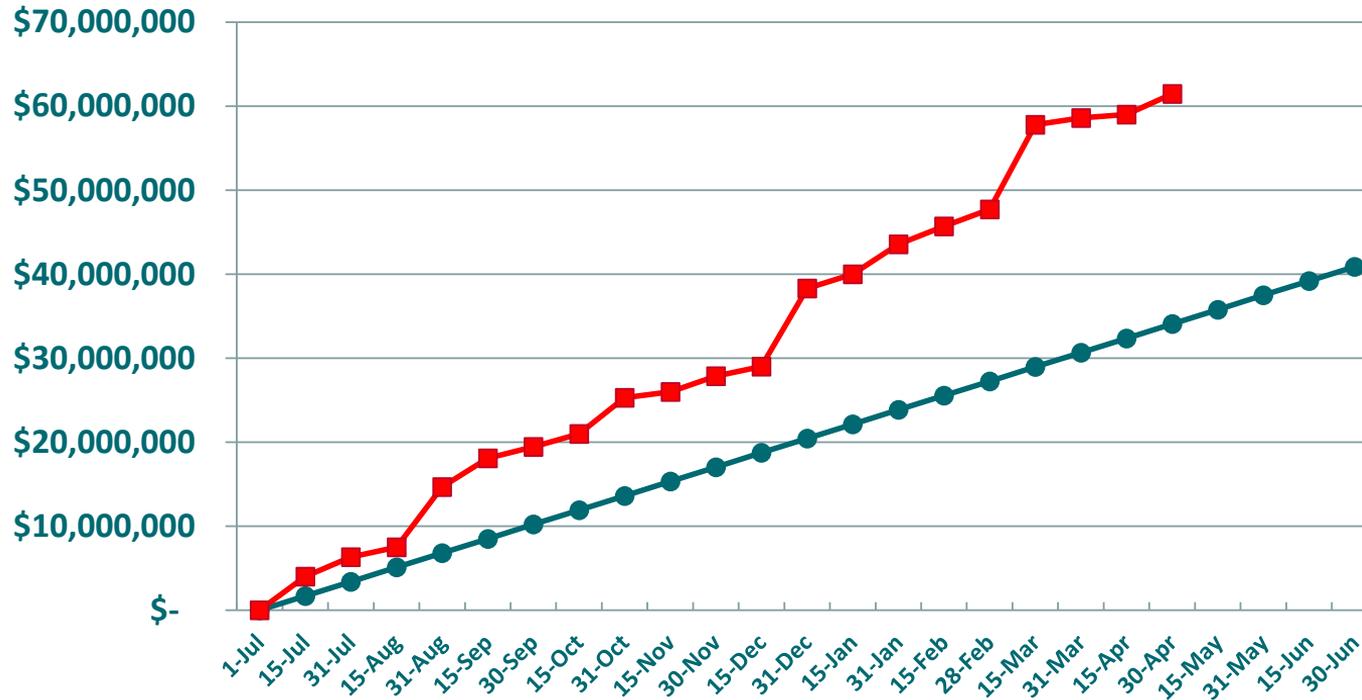


# ***2020 Plan Fundraising Update***

FY '15 (July 1-April 15):

- Goal : \$40,900,000
- Raised to date: \$61,460,000 (150% of goal)  
\*FY '14 to date: \$38,000,000 (102% of FY '14 goal)
- Is one of the top three years in total voluntary support

# FY '15 Fundraising Update



# *Driver of Results*



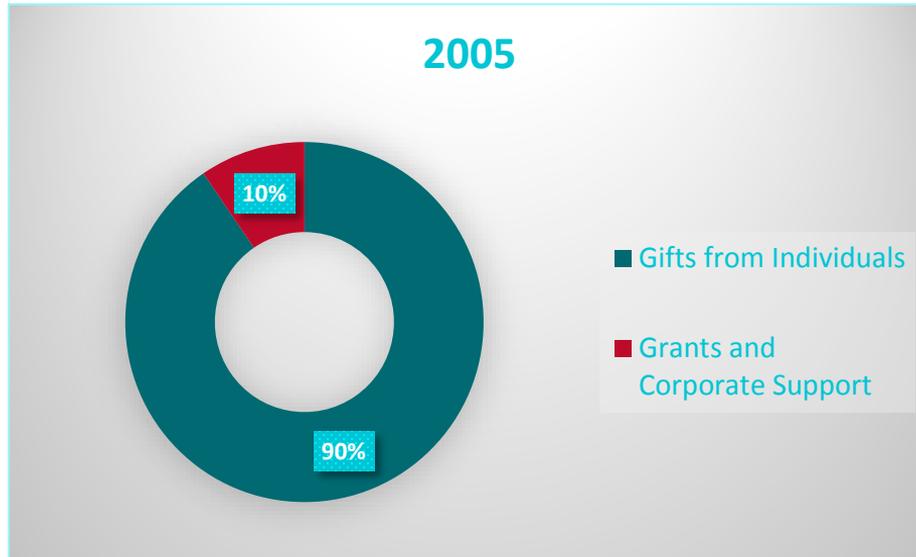
# *Driver of Results*

- Top Year (FY05): \$81.6 million
- Second Year (FY08): \$63.9 million
- Third Year (FY15): \$61.5 million (to date)

# *Driver of Results*

- Top Year (FY05) Largest Commitments:
  - \$25,000,000 – Farmer Family Foundation
  - \$10,000,000 – Thomas W. Smith
  - \$10,000,000 – anonymous

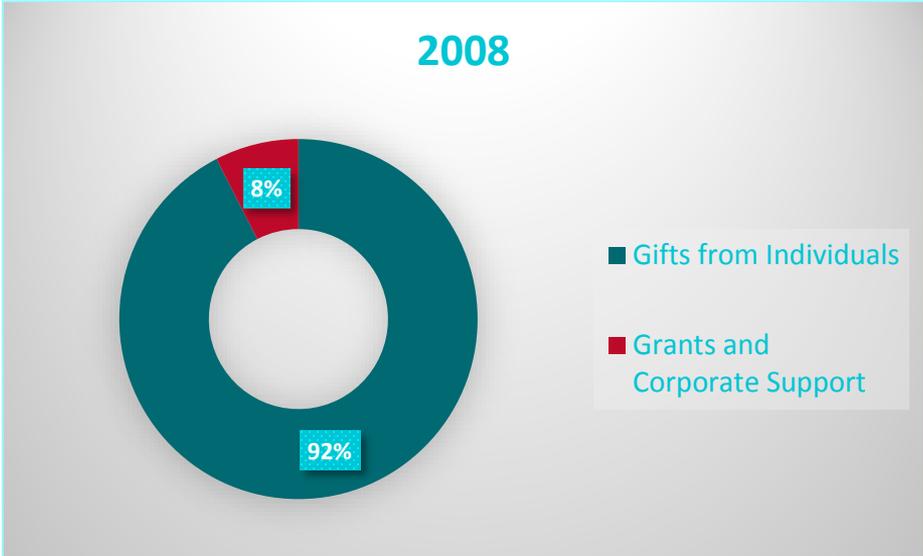
# *Driver of Results*



# *Driver of Results*

- Second Year (FY08) Largest Commitments:
  - \$12,100,000 – C. Michael and Anne Armstrong
  - \$10,000,000 – Richard and Sandra Forsythe
  - \$ 8,500,000 – Robert and Mary Kay Taylor

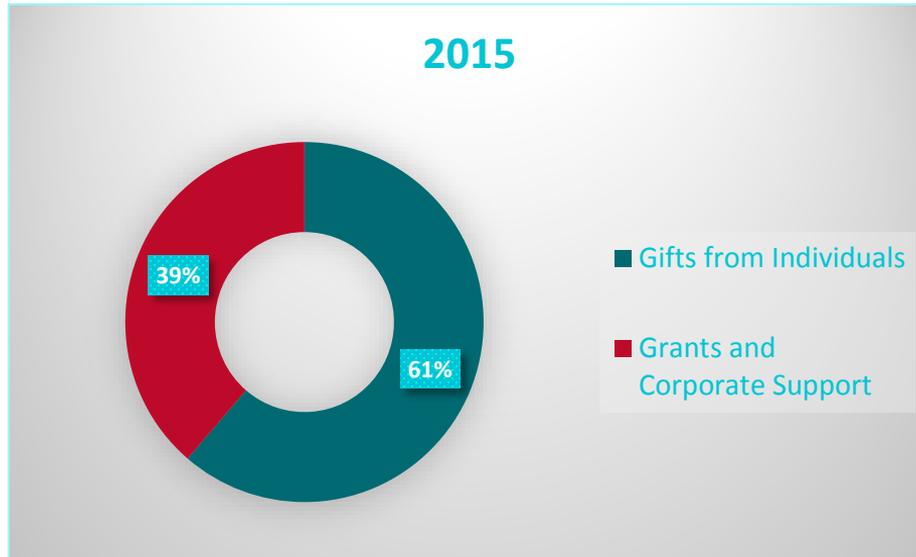
# *Driver of Results*



# *Driver of Results*

- Third Year (FY15) Largest Commitments:
  - \$10,000,000 – health care partner
  - \$ 6,000,000 – Randy and Vicki Gunlock
  - \$ 4,000,000 – William Schmidt

# *Driver of Results*



# *Driver of Results*

- We have developed a “Principal Gift Pipeline” approach
  - Routine meeting to focus on largest prospects in cultivation
  - Strategy sessions
  - Accountability
  - Closely track progress

# *Driver of Results*

- We cannot control:
  - Individual Donor timing of large commitments
  - Realized Estate Gift timing
  - Financial Markets
  - Leadership Transitions

# *Driver of Results*

Predict a \$45-\$50 million year for FY '16



# *Fiscal Year Performance*



# ***FY Cash Received***

FY '15 to date  
\$33.4M

FY '14 to date  
\$30.4M

FY '14 total  
\$34.3M

3-year avg.  
\$34.5M



# ***FY Cash to Annual Fund***

FY '15 to date  
\$3.25M

FY '14 to date  
\$3.33M

FY '14 total  
\$4.16M

3-year avg.  
\$3.77M



# ***FY Planned Giving Commitments***

FY '15 to date  
98 for \$23.5M

FY '14 to date  
112 for \$15.5M

FY '14 total  
139 for \$22.2M



# *Fundraising Focus FY '15*



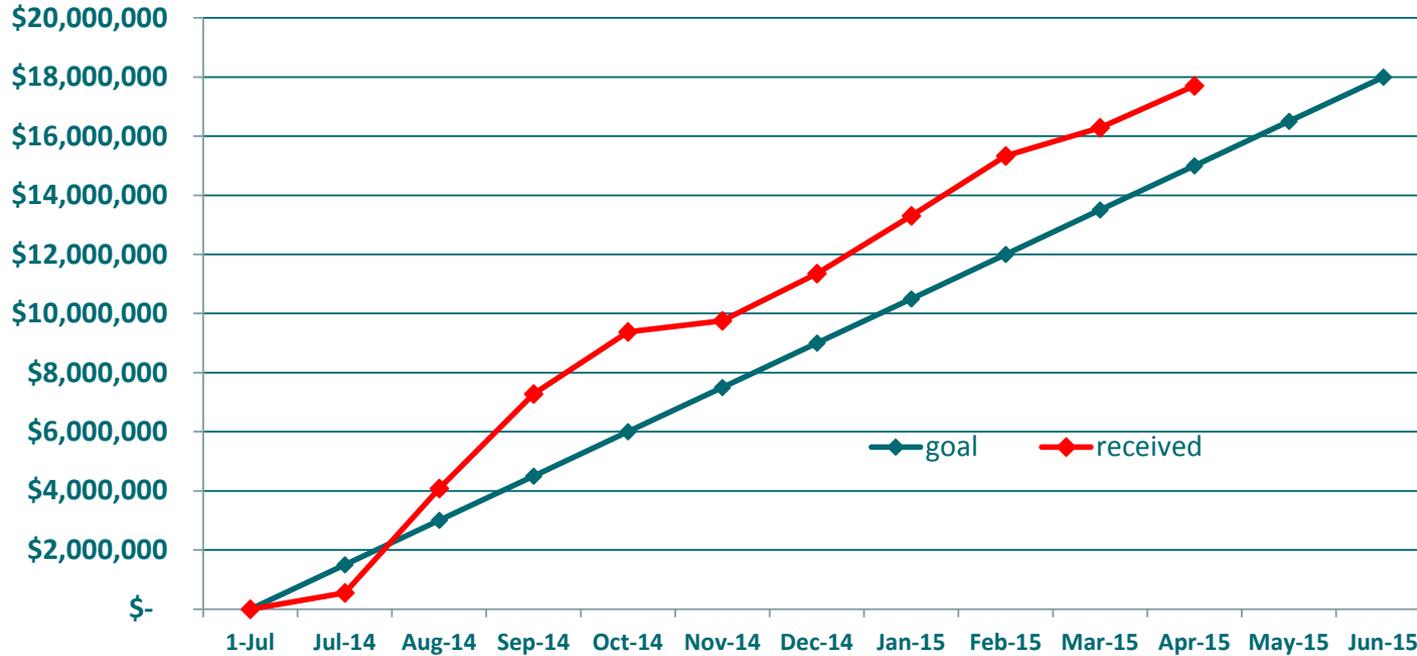
# ***Miami Promise Scholarship Campaign***

- Publicly launched Fall '14
- \$100 million goal over 5 years
  - \* double what we raised over the last 4 years
- Matching programs developed
- Scholarship stewardship upgraded

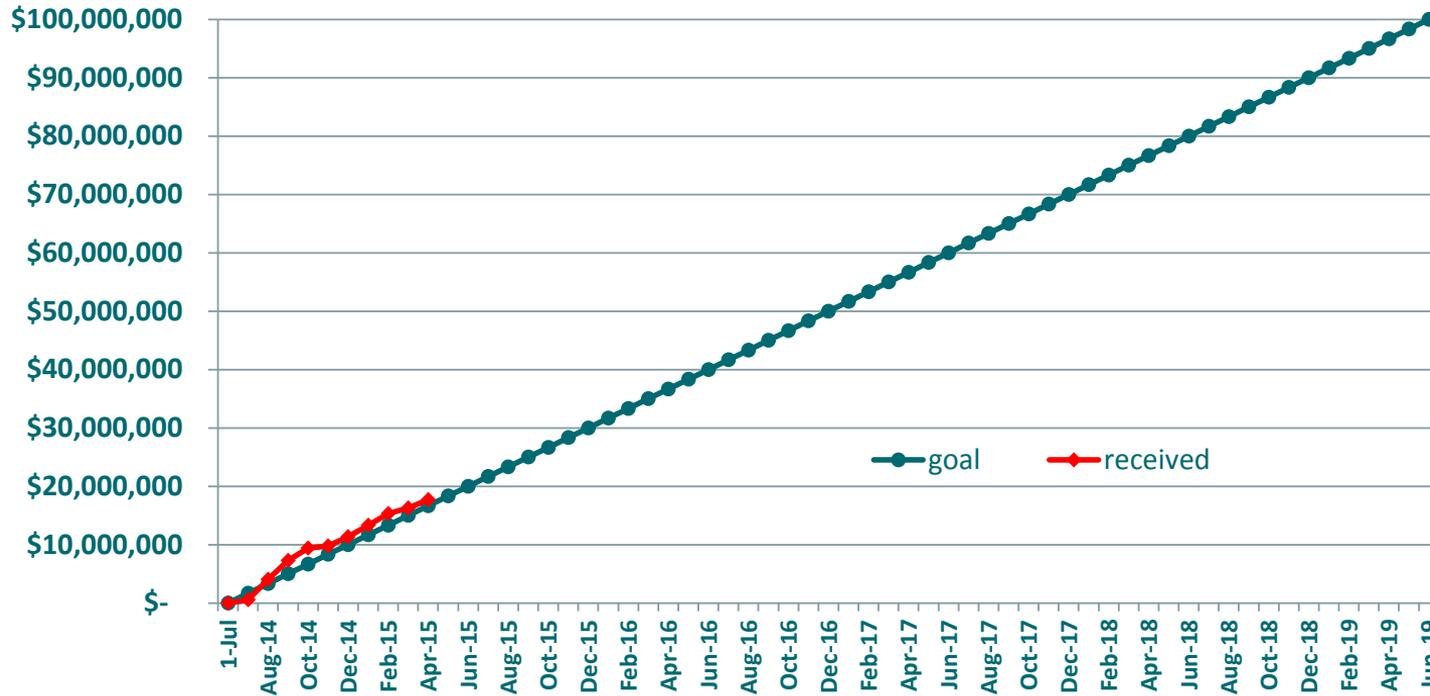
## ***Miami Promise Scholarship Campaign FY goals***

- FY'15: \$18.0 million -- \$17.75 million to date
- FY'16: \$18.0 million
- FY'17: \$18.7 million
- FY'18: \$20.7 million
- FY'19: \$24.6 million

# Miami Promise Scholarship Campaign



# Miami Promise Scholarship Campaign

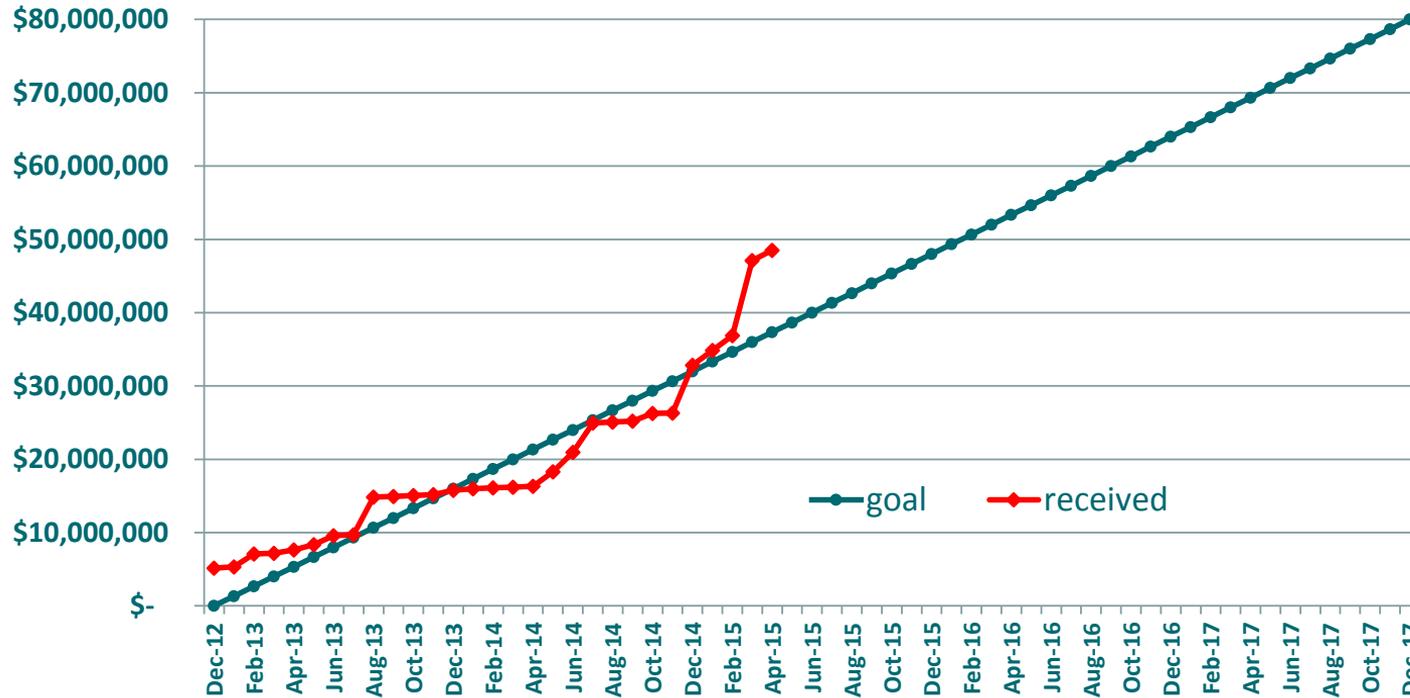


# *Campaign for Intercollegiate Athletics*

- \$80M campaign publicly announced
- Silent phase to date: raised approx. \$49 million



# Campaign for Intercollegiate Athletics



# *Campaign for Intercollegiate Athletics*

- Feasibility Study: said \$70-\$90 million
- Staffing Upgraded
- Campaign Positioning and Execution
- Large Donor Strategy and Closed Gifts
- Development of Campaign Materials

# *Armstrong Student Center East Wing*

- Fundraising target: \$6M for East Wing
- \$4M raised to date
- Approaching identified prospects
  - Hosting small events to promote giving opportunities
  - Assessing corporate gift opportunities with the relocation of Career Services center

# *Faculty Support*

- Early stages of developing a matching program



# *Update on Advancement Initiatives*

- Enhanced Stewardship
  - Completed and ongoing
- Advanced Alumni Programming
  - Completed and ongoing
- Foundation Board Development
  - Ongoing

# *Update on Advancement Initiatives*

- Enhanced Parent Programming
  - Completed and ongoing
- Advance M.I.A.M.I. Women Initiative
  - Completed and ongoing
- Annual Fund Matching Program
  - Completed and ongoing
- Advancement LEAN projects
  - Completed and ongoing

# *Advancement Initiatives*

- What is next?
  - Early basic planning for the next comprehensive campaign
    - A deep dive into our donor database and prospects
    - A “wealth screen”
    - Assessment of performance/resources versus peers
    - Revision and update of prospect pools for major gifts, planned gifts and annual fund

# *University Advancement Report*

## Questions?

# *Thank you!*

