

President's Report \ 2019

HONORING OUR PAST COMMITTED TO OUR FUTURE



FROM NOUVON

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To acknowledge the many ways that Miami nurtures the greatness found in every person, we've created "From Now On."

It's a campaign to tell the world about Miamians who shatter expectations and shape the world. We are Miami and these are our stories.

MiamiOH.edu/FromNowOn

"WE COMMIT OURSELVES TO EMBRACE CREATIVITY AND CHANGE BECAUSE IT HONORS OUR PROUD HISTORY AND SUSTAINS OUR PROSPECTS FOR A BRIGHT FUTURE."

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Dear Miami University community,

A walk through our campuses sometimes evokes the past. Red-brick buildings and stone bridges have greeted visitors for generations. Parents show their children where they lived or went to class, or their favorite place to eat Uptown. Outside Upham Hall, students still gather in the grass to study classic literature.

A closer look reveals a Miami University community embracing its future. Engineering students research the latest discoveries in robotics and automation. Students at Miami Regionals earn tuition money as they go to school through the new Ohio Work+ program. Our strategic plan has set a blueprint for the future, and our Boldly Creative investments are coming to life. The Center for Career Exploration & Success is providing access to more internships and on-campus interviews with the world's most innovative companies.

Today's Miami University is serving students more effectively than ever, preparing them for jobs of the future and for leadership roles in their careers and civic lives. I am confident that great days are ahead for Miami.

Our challenge is clear: to transform Miami into a culture that nurtures creativity and embraces change. We are invigorated by new ideas and new challenges. Our standards remain high — excellence that allows us to compete and advance Miami on the national and international stage. Together, we will grow and sustain Miami University.

We strive to be an inclusive community, a place where we invite and empower every Miamian to thrive and succeed. We will cheer the accomplishments of all students, faculty, and staff; we will stand with those who are victims of sexual assault, hate, and discrimination; we will celebrate our diversity, our differences that make us stronger together.

This is the future that reflects Miami's values, expressions of our mission and purpose that have endured since 1809. Today, our pledge of Love and Honor to each other is more relevant than ever before. We commit ourselves to embrace creativity and change because it honors our proud history and sustains our prospects for a bright future.

Renate and I appreciate every day the privilege of working with Miami faculty, staff, students, and alumni to uphold the legacy of excellence built here. We are excited to see what comes next.

Love & Honor,

GREGORI P. CRAWTOR

Gregory P. Crawford President



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ACADEMIC FOUNDATION



We're recognized among the nation's top universities for our commitment to teaching and learning.

SURVIVOR LAUNCHES APP TO **COMFORT KIDS WITH CANCER**

aunching her own business is more than a job for Christie Currie '19.
This career challenge is personal.
Currie started working on

Zandaland, a digital platform to support pediatric cancer patients, during her sophomore year at Miami. She can speak from personal experience; she is in remission from a rare form of cancer that affects her salivary glands and still undergoes a scan several times a year.

Zandaland is full speed ahead. Currie and her teammates won the Farmer School of Business (FSB) Venture Pitch Competition during her junior year, earning valuable startup capital to develop the idea and take it to hospitals. The competition is the culmination of FSB's "New Venture Creation" capstone course, where students work in small startup teams to tackle a real market opportunity.

Since graduating, Currie has decided to take on Zandaland full time, even delaying a job offer in her native Columbus. She is seeking additional funding and talking to pediatric health experts about the best way to enter the market. At every step, she remembers her visits to doctors and hospitals starting in high school.

"It kind of just naturally happened and became this bigger vision," she said. "It's all about empowering people through knowledge. I was older than most pediatric patients, and I could barely understand it all." Is she nervous now?

"Oh yeah," Currie said with a laugh. "Especially when there are people who are relying on you ... but also, it's a lot more exciting."

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A DIAGNOSIS THAT AFFECTS THOUSANDS EACH YEAR

According to the American Cancer Society, about 11,060 children in the U.S. under the age of 15 will be diagnosed with cancer in 2019.



JOHN W. ALTMAN INSTITUTE FOR ENTREPRENEURSHIP

The Princeton Review has ranked Miami as one of the Top 10 Entrepreneurship Programs among public undergraduate schools in the country 11 years in a row.

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Christie Currie '19 CEO & Founder

LEARNING IS A TEAM EFFORT FOR SOCIAL SCIENTIST

Kristen Budd, associate professor of sociology and gerontology, employs a teaching strategy so effective that it's inspiring her fellow educators to teach differently. Lively student discussions and instructor feedback replace the traditional lecture. Students are constantly assessing and measuring their knowledge. It's called team-based learning (TBL), and it's helping students discuss difficult topics and arrive at better solutions. What follows is a lightly edited Q&A.

Q What is team-based learning?

A Team-based learning is a collaborative approach to learning that helps students apply their knowledge to solve complex, realworld problems. TBL encourages students to think deeply, ask questions, defend their assertions, and determine the merit of other ideas.

Q How is TBL different from the more traditional group work that students are used to?

A From day one, all team tasks are designed to bolster teams who will listen to each other, value contributions, learn from mistakes, and trust each other. The TBL model builds in multiple checks and balances to ensure team accountability — each team member is responsible for the success of his or her team.

Q What impact does TBL have on the student experience?
A The TBL classroom becomes highly collaborative and loud ... which I view as a good thing. Students engage in lively discussion and debate — hence the loud classroom. They are high-fiving during team quizzes and exams, which I never thought I would see.

Q How have your students responded to it?

A At first, students new to TBL are pretty skeptical about working in teams, and some wonder what type of trickery I am up to. From the get-go and throughout the semester, I tell my students there is always a method to my madness and to trust the TBL process. By the end of the semester, most are sold on TBL and set it as a new standard for their classroom learning.

Q What makes teambased learning applicable in any field?

A Because TBL is a welldefined and theoretically backed teaching strategy, any field can adopt it. It is simply that flexible. I would also argue it is increasingly common to work collaboratively with others. Hence, a benefit of working in teams is nurturing those collaboration skills students will use in the classroom and beyond Miami once they graduate and enter their profession.

Q Why is it important to experiment with or adopt new and innovative teaching methods?

A Teaching methods and strategies for learning are always evolving. Our job as educators is to bolster student learning and to nurture lifetime learners. If we never try anything new or innovative, not only do we stifle our own growth as teachers, but also possibly stifle our students' learning.

"TAKING THE PLUNGE ON THIS EVIDENCE-BASED TEACHING STRATEGY WAS THE BEST THING I EVER DID. NOT ONLY DID I GROW AS A TEACHER, I FELL IN LOVE WITH TEACHING ALL OVER AGAIN."

Technology reclaims indigenous languages

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Software developed by Miami graduate students in the College of Engineering and Computing, working with the Myaamia Center, launches this year in conjunction with workshops for Native American community researchers. The workshops, held in Oxford, are offered by the National Breath of Life Archival Institute for Indigenous Languages — an organization that helps tribal communities that are engaged in archives-based language revitalization.

Pitch perfect

Kamilah Dotson '19, a social justice studies major, won first place in the 2019 Venture Pitch Competition beating out more than 100 students from 30 different majors. She'll use her \$5,000 prize to continue to develop her startup — KCD Cosmetics — that focuses on makeup for women of color. "I'm so excited about this. The funding will help us buy more product to sell," Dotson said.

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"MIAMI OFFERED A LOT OF PRACTICAL EXPERIENCE IN THE CLASSROOM, WHICH I DON'T THINK YOU CAN BEAT."

ALUM, TRIBE MEMBER USES HIS DEGREE TO HELP OTHERS

Evan Theobald '16 honed his love for helping others at Miami and turned it into a career.

After majoring in special education and graduating from Miami, Theobald started teaching close to home in Jackson, Missouri, particularly helping challenged students with the transition to college or a job, as well as basics such as apartments or transportation. He quickly learned one thing: He was good at it. Last year, he was named the district's educator of the year.

"I originally wanted to be an engineer," Theobald said, one of seven brothers and sisters — four Miami alumni and one a current student. "Then I took physics and chemistry, and I quickly realized that was not for me. Once I got into teaching, special ed was just something different."

Like thousands of Miami alumni, Theobald realized his passion while a student, then followed it with persistence after leaving campus. He is a member of the Miami Tribe, and said his dedication to teaching comes from working at church camps growing up, always helping others.

In Jackson, Theobald coordinates the district's Innovative Work program, which helps students learn entry-level job skills away from school. He manages partnerships with 50 different companies and provides job coaches and training on hard and soft skills.

"College is often out of the question for these kids," Theobald said. "It's all about developing the skills they need to be employable."

STUDENTS STEP UP TO THE PLATE

A winning season in Major League Baseball (MLB) requires more than skilled players on the field. The success of any organization relies on the diverse strengths and composition of its team. Sports like baseball have historically been dominated by men, but MLB is working to increase opportunities and career support for women.

Four Miami kinesiology and health students — Lexi Ross '19, Macy McHale '22, Lauren Anderson '19, and McKenna Arras MS '19 — were among only 50 women selected for **MLB's inaugural Take the Field** event that allowed them to learn more



about coaching, scouting, training, and umpiring from those who work in the industry.

"The most important thing I learned from this conference is to have unwavering confidence in yourself and pair it with a tireless work ethic if you want to make it in professional sports," Anderson said.



MLB RECOGNIZES IMPORTANCE OF GENDER EQUALITY

According to ESPN, 32 women held on-field operations roles in Major League Baseball in 2018.

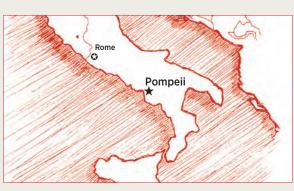
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PROFESSOR TRACES THE PATH OF VESUVIUS SURVIVORS

eruption of Mount Vesuvius in A.D. 79 killed more than 1,500 people. For decades, however, scholars have wondered what happened to the surviving residents of the nearby cities of Pompeii and Herculaneum. Research by **Steven Tuck**, chair and professor of classics, provides new insight into this well-known tragedy.

Historians believe the

Tuck's study found that thousands of people, unable to return to their homes, resettled in towns along the southern Italian coast after the eruption. Using a database of family names associated with Pompeii and Herculaneum, he



Pompeii lay hidden beneath debris until it was discovered by work crews in 1748. Experts consider this excavation pivotal to the development of the science of archaeology.

determined that survivors resettled in cities such as Naples and Cumae where they could maintain business networks.

Searching through ancient artifacts, inscriptions, and documents to determine the destinations of survivors, Tuck also found evidence that Roman Emperor Titus specifically directed money to build infrastructure that would help cities where refugees were most likely to live. Tuck's fresh thinking on the ancient topic was published in the journal *Analecta Romana.*

Triple major sees the world through lens of language

Inaara Ladha '21 is a global citizen. Her parents were born in Africa. She spent her childhood years in Canada before moving to southern Indiana, near Louisville. Her heritage is from India, where she studied Hindi in spring 2019. In spring 2020, she'll study Arabic in Jordan.

"Language has always been at the center of my household," Ladha said. "I think language shapes everybody's experiences."

Ladha is dedicated to studying the liberal arts, aiming for a career in research or policy analysis, concentrating on migration studies. She is convinced that her melting pot of an academic career will build a foundation for a lifetime of pursuing her passion of language.

"The world is changing too quickly for anyone my age to concentrate on preparing for one job," Ladha said. "I basically am crafting a set of tools that will help me in any job I pursue. I think that's part of the appeal at Miami. I know at a lot of schools, I wouldn't be able to triple major."

At Miami, Ladha is part of the Model Arab League and is also a Global Studies Scholar in the University Academic Scholars Program. In 2019, she was one of three Miami students to earn the Critical Language Scholarship, which funds summer immersion programs to study languages not commonly taught in the U.S. The program supported her Hindi study in India.

Global study obviously is a focus for Ladha and a requirement of the international studies major. "Reading about places in a book and actually going there are two different experiences," Ladha said. "I'm fortunate enough to be able to do both."

"WHEN YOU LEARN A NEW LANGUAGE, YOU LEARN HOW PEOPLE CAN THINK."

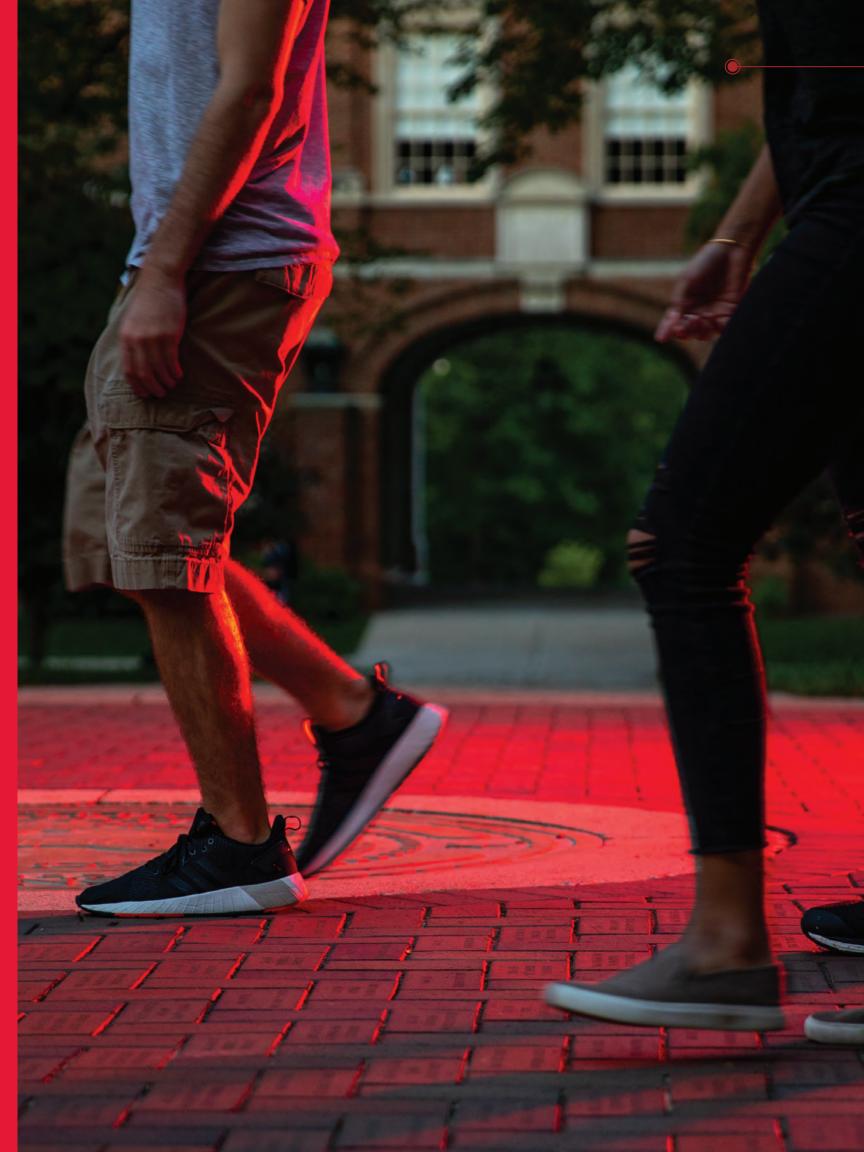




INAARA'S UNLIMITED POSSIBILITIES

- <u>Triple major</u>
- International Studies
- Economics Comparative Religion
- Double minor
- Middle Eastern and Islamic Studies
- Arabic

46% Miami students who study abroad



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THRIVING COMMUNITY



For generations, we've immersed ourselves in academics, research, the arts, athletics, and communities to create powerful learning experiences.



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FROM OXFORD TO ANGOLA: FOOTBALL ALUM PREVAILS

hen John Steele '14 arrived at
 Miami for summer workouts,
 he carried everything he owned
 in two black garbage bags.

From humble beginnings in urban Cleveland, he was certain that college football was his ticket to a better life. Whatever he lacked in possessions, he compensated with a vast supply of determination.

But before he could prove himself, he was carried off the practice field with two broken bones and a partially torn ligament in his left knee. Three surgeries later, he received the news: His playing days were over. He never played a down of football in a Miami game.

With the support of Miami academic advisers and Othello Harris, associate professor of sociology and gerontology, Steele made a remarkable transformation — from a football player who struggled with academics to stellar undergraduate teaching assistant.

Steele's grades steadily improved. The sociology faculty chose him as his major's top student, and he landed on the

"I TOLD MYSELF, 'JOHN, ALTHOUGH YOU DIDN'T COME INTO MIAMI WITH MANY THINGS, YOU'RE GOING TO LEAVE MIAMI WITH EVERYTHING.' "

dean's list twice. Spring semester of his final year, he made the president's list with a 4.0 GPA.

As the first Miamian to win the prestigious Charles B. Rangel International Affairs Graduate Fellowship, Steele continued his studies in security policy at George Washington University's Elliott School of International Affairs.

He traveled widely in graduate school — conducting research in Europe and completing an internship with the U.S. Embassy in Malawi. He earned a master's degree in May 2018, prepared to take the next step in his career.

And in summer 2019, Steele deployed to Angola as a public diplomacy officer for the U.S. Department of State. It's more than the culmination of a decade of hard work. For Steele, it's the realization that talent, perseverance, and a solid support system can overcome even the most formidable hurdles.





91%: Miami's studentathlete graduation rate in 2019

30: Rangel Graduate Fellowships awarded annually



MIAMI ATHLETICS REACHES NEW HEIGHTS

Miami capped off a historic year, riding a school-record nine championships to finish first in the Mid-American Conference's Reese (men) and Jacoby (women) standings in the same year for the first time ever. Miami also claimed the Cartwright Award for the second consecutive year — a trophy that recognizes excellence in academics, athletics, and citizenship.



REDHAWKS RISE UP Miami student-athletes have finished with more than a 3.0 cumulative GPA for 29 straight semesters.

"I DON'T THINK I COULD PUT A VALUE ON THE EXPERIENCE I GAINED. THE SKILLS FROM THE OFFICE, KNOWING HOW TO INTERVIEW, WRITE THANK-YOU NOTES, READ LEGISLATION, HOLDING MY OWN IN A PROFESSIONAL SETTING ... WE'RE TEACHING PEOPLE THAT IN THEIR FIRST YEAR." - ALLY REILLY '19 Diplomacy and Global Politics Major

Students prepare for careers in public affairs

What does a residence hall conversation at midnight have to do with a paper due on Friday or a job interview the next morning? For those in the **Government Relations Network's** (**GRN**) Living-Learning Community (LLC), they all are part of the same Miami experience.

LLCs have been around for several decades, but few have been as successful as the one operated by the GRN, which introduces Miami students to alumni, university supporters, public officials, and other government professionals. Students of all ages fill two corridors in Hillcrest Hall, along with a kitchenette and common space.

Students in the GRN community take an educational leadership course to learn how to develop their educational, professional, and personal goals. It is among the most diverse residential communities on the Oxford campus, and it feeds GRN activities including annual spring break conferences in Washington, D.C., and Columbus, where they advocate for higher education. LIVING-LEARNING COMMUNITIES



All residential, first-year students live in LLCs

34 LLCs at Miami

1,200 LLC with the most students, Academic Neighborhoods

LLC with the fewest students, Equestrian

ONE PROUD GRADUATE

Ohio **Gov. Mike DeWine '69** met with nearly 70 students in the Government Relations Network at the Statehouse, where he answered questions about higher education and what he learned from his time at Miami. The students were traveling as part of their annual advocacy and leadership conference in Columbus and Washington, D.C.



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\ THRIVING COMMUNITY



MENTORING STUDENTS TO CREATE THEIR OWN PATHS

Jay Smart, associate professor of psychology, has committed much of his career to helping students — both undergraduates and graduates — find their own route to achievement. Instead of dictating steps and routines, he considers his teaching approach to be an apprentice model. He gives students the intellectual and methodological tools to generate their own ideas and perspectives.

"I'm not interested in making clones of myself. I really enjoy seeing students at all levels taking what I have given them and creating a path for themselves and doing well. Then I know I am doing my job," Smart said.

For his work with doctoral students, he was presented the Distinguished Teaching Award for Excellence in Graduate Instruction and Mentoring. It's recognition of Smart's investment not only in the education of graduate students but also in their future professional lives. For more than 20 years, he has connected his students with professionals in the field. On the undergraduate side, Smart serves as the department of psychology's chief departmental adviser, where he guides students to make decisions on everything from choosing the right courses to studying abroad.

He's also a campus leader in interdisciplinary research that includes undergraduates. In the Postural Control and Coordination Lab, Smart works with faculty and students from music and kinesiology and health to measure the effects of repetitive motion on musicians. By attaching sensors to musicians and analyzing the data, they're looking to isolate techniques that can reduce the rate of injuries.

For Smart, undergraduate participation is key to the success of the team. "They give us fresh ideas and allow us to do things we wouldn't have time to do ourselves. For the students, it gives them a skill set that they can take to the next level, whether that's graduate school or a job."

"PROBLEMS HAVE GOTTEN COMPLEX ENOUGH THAT IT IS HARD TO JUST APPROACH FROM ONE DISCIPLINE. HAVING THOSE DIFFERENT PERSPECTIVES FROM FIELDS THAT DON'T NORMALLY INTERACT LENDS A LOT."

MUSICAL SIBLINGS SHINE ON "THE VOICE"

Megan '09, **Katey '12**, and **Ryan Bundy '15** enjoyed a successful run on NBC's "The Voice." The three siblings, coached by pop superstar Kelly Clarkson, were the show's first trio. Known for beautiful folk harmonies, **The Bundys** released albums in 2015 and 2017. "Miami has been backing us and talking about us," Ryan said. "It's so amazing going to a university that has your support in really whatever you want to do."



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A milestone birthday for global reach

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Along with Luxembourg's top governmental and education officials, hundreds of Miamians celebrated the 50th anniversary of the Miami University Dolibois European Center (MUDEC) in October 2018.

Miami was awarded the Senator Paul Simon Award for Campus Internationalization by NAFSA: Association of International Educators. One of eight U.S. colleges and universities to receive the honor, Miami has about 155 faculty-led study abroad programs and more than 46 percent of Miami students earn credit studying abroad.

Tech tools offer access to learning

Providing accessible technology to all Miamians with disabilities is the right thing to do - but that doesn't mean it's easy. Serving students whose disabilities may not be immediately obvious to others has put Miami at the leading edge nationally, both in technology and other student services.

"When we think about our Miami family, it's a lot of different types of people," said Andy Zeisler, director of the office of disability resources. "It's Love and Honor. That message is really important for everybody to hear."

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In partnership with Miami's IT services, disability services goes well beyond measures required by federal mandates. For example, Zeisler's office develops customized academic plans for students and facilitates consultations with faculty to ensure that all course materials are fully accessible.

Moving forward, Miami is using technology tools that can make academic materials available to all students. "We need to stay out of our silos to help the students," said Sean Poley, director of accessible technology. "We want to be more proactive."

In spring 2019, Miami hosted an Accessible Technologies Forum for university leaders from around the U.S.

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About 11% of Miami students claim and document a disability.



WORK+ MIAMI EQUALS DEBT-FREE COLLEGE

Imagine a program that will finance a student's tuition and living expenses, secure a part-time job while in school, and provide a steady source of trained workers for local companies. Thanks to Miami's new **Ohio Work+** program, those goals have become a reality for students at Miami Regionals' Hamilton campus.

Miami worked with Ohio Sen. Bill Coley to develop Work+, with the first cohort launched in fall 2019. Partner companies include the Fischer Group, Deceuninck North America, thyssenkrupp Bilstein of America, and Butler County Regional Transit Authority. It's another step in Miami's commitment to add trained employees to the local workforce, help local communities and companies grow, and advance Ohio's economy.

"Work+ is an amazing opportunity for our students and for employers in our communities," said Cathy Bishop-Clark, dean of Miami Regionals. "Our students can graduate from Miami Regionals without any debt and join the workforce to advance Ohio's economy. We are grateful for our partnership with Sen. Coley and local companies."

Students work 24 hours per week with a Work+ employer and take Miami Regionals classes in a major of their choice. In return, they receive tuition and a salary.

"WORK+ IS AN AMAZING OPPORTUNITY FOR OUR STUDENTS AND FOR EMPLOYERS."

- CATHY BISHOP-CLARK Dean, Miami Regionals

FACULTY RAISE LEVEL OF DISCOURSE

Topics such as gender identity, free speech on campus, Civil War monuments, and the need for vaccinations can be difficult to discuss without controversy. At Miami Regionals, a new program in 2019 tackled discussions like these. Called **Faculty Unhinged**, the weekly lunchtime events were piloted on the Hamilton campus in spring 2019 and expanded to the Middletown campus in fall 2019.

"WE'RE TRYING TO BUILD A SENSE OF COMMUNITY." - BENNYCE HAMILTON Director of Diversity and Multicultural Services, Miami Regionals "We're trying to build a sense of community," said Bennyce Hamilton, director of diversity and multicultural services at Miami Regionals. "It's a wonderful opportunity for our students to have their voices heard, even if your voice is challenged. It's not a safe space; it's a brave space."



FACULTY UNHINGED 2019 TOPICS

- Sensitivity and speech on campus
- Gender, sex, and gender identity
- Civil War amendments and voter suppression
- Vaccines
- Conflicts between religious beliefs and legal requirements
- Art as activism and censorship







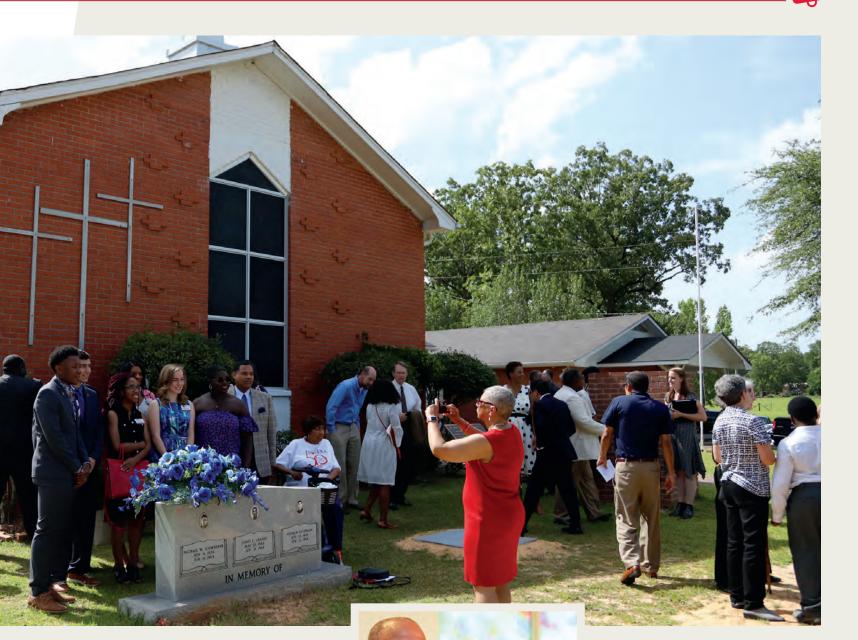
Next year's National Civil Rights Conference will be held on Miami's Oxford campus.

CONFRONTING HISTORY IN PURSUIT OF JUSTICE

Miami's Graduate School and Department of Family Science

and Social Work collaborated to offer a seminar where participants investigated two lynching incidents that occurred in Oxford, Ohio, in the late 1800s. They held a community remembrance event to honor the victims and delivered soil from the sites to the Legacy Museum in Montgomery, Alabama.

Following the visit to Montgomery, the course leaders, Anthony James and Valerie Robinson, presented at the 9th Annual National Civil Rights Conference in Birmingham, Alabama. Hannah Stohry, a Ph.D. student in educational leadership who participated in the project, commented, "I believe that confrontation of our history can allow for healing. Reconciliation must be the air we breathe, in this life that we live, a part of our daily consciousness."



Honoring those who sacrificed for equality

Miami University recognized Mount Zion United Methodist Church with the Freedom Summer of '64 Award for 2019. Miami and the church in Philadelphia, Mississippi, share a common history of social justice, inspiration, and tragedy. After training at the Western College for Women in June 1964, three volunteers investigated a fire that destroyed

the Mount Zion church and were subsequently murdered by the Ku Klux Klan.

"We honor the Mount Zion United Methodist Church for keeping alive the memory of those who sacrificed to ensure the right to vote, and for civil rights for all," said **Ron Scott**, vice president for diversity and inclusion at Miami.

Miami established the Freedom Summer of '64 Award in 2018 to honor those who continue to fight for justice and equality for all and to inspire young Americans at Miami and around the country to carry on the legacy. The award recognizes the sacrifice of more than 800 volunteers who trained at Western College to register black voters in the South and symbolizes Miami's commitment to continuing the conversations about equality and social justice.



CLOSER TO HOME

A memorial on Miami's Western campus honors the three volunteers who were killed — James Chaney, Andrew Goodman, and Michael Schwerner — and has become a place for reflection for all Miamians.

"THE FUTURE WILL NOT LOOK LIKE THE PAST. IT WILL BE MORE DYNAMIC, FAST-PACED, AND CHANGING ALL THE TIME. THAT IS WHAT BOLDLY CREATIVE IS ALL ABOUT." - GREGORY P. CRAWFORD President

AND THE ADDRESS

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President's Report \ 2019

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BOLDLY CREATIVE

Miami is investing in the future with a sharpened focus on innovation and creativity a \$50 million initiative designed to prepare students for the jobs of the future. "WE HAVE A SHORTAGE OF NURSE EDUCATORS AND NURSE CLINICIANS ACROSS THE COUNTRY, AND WE ARE RESPONDING BY PROVIDING THREE DIFFERENT MASTER'S TRACKS AND A DOCTORAL OPTION FOR OUR NURSING GRADUATES."

> - BROOKE FLINDERS Chair and Associate Professor, Nursing

Expanding Miami's health care programs

As the population ages, health care providers need a full range of workers from doctors and nurses to data analysts, community health outreach workers, and enrollment specialists.

SOLUTION Miami will create or enhance multiple healthrelated programs, including bachelor's, master's, and doctoral degrees in nursing, a master's program in physician assistant studies (MSPAS), and a master's degree in biomedical sciences (MBS).

IMPACT Train workers for a fast-growing segment of the economy while strengthening community relationships.



CENTER FOR CYBERSECURITY

With cybersecurity issues touching nearly every facet of our society, the future economy needs workers who can navigate electronic security issues.

SOLUTION Faculty will study the feasibility of an interdisciplinary cybersecurity center that will educate multiple audiences, including high school students, current Miami students, C-suite executives, and managers in midsized regional firms.

IMPACT Prepare a cybersecurity workforce that fills a market need and creates an avenue of engagement with external partners.

"EVERYONE FROM THE CEO TO ANYONE WITH A PHONE NEEDS TO BE CONCERNED ABOUT CYBERSECURITY." - JIM KIPER

Professor and Chair, Computer Science and Software Engineering



MICROCREDENTIALS TO ADVANCE CAREERS

More than ever, workers demand stackable, postgraduate credentials and degrees to stand out in their fields. Miami possesses the expertise to deliver them.

SOLUTION Offer a portfolio of market-driven microcredentials to attract new students in all stages of their careers.

IMPACT Provide credentials — in person and virtually — that help workers establish themselves as skilled in areas that enable them to advance in their careers.

"WE CAN HELP STUDENTS WHO ARE AT DIFFERENT POINTS IN THEIR PROFESSIONAL CAREERS ADD ON TO A DEGREE OR UPGRADE OUTDATED SKILL SETS."

- JANET HURN Senior Director of Regional e-Learning and Senior Instructor

Business Skills for Non-Business Majors

Because most college graduates eventually work in a business environment, non-business majors need a curriculum that includes business training.

SOLUTION With a new, 10-month master's degree in business management, Miami will deliver essential skills to the non-business graduate using client-based, experiential learning.

IMPACT Prepare students from all majors for careers in business and encourage enrollment in professional master's programs, dual-degree programs, and graduate certificates.

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"WE AIM TO DELIVER A TRIFECTA OF FOUNDATIONAL BUSINESS KNOWLEDGE, HANDS-ON EXPERIENTIAL LEARNING, AND SOFT SKILLS THAT OUR EMPLOYERS DEMAND."

- BARNALI GUPTA Associate Dean and Professor of Economics, Farmer School of Business



ANALYTICS AND DATA PROGRAM EVOLUTION

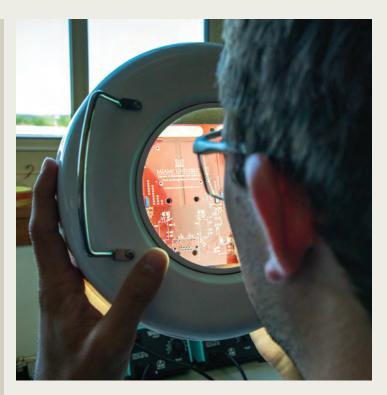
Across all business sectors, organizations seek employees with data-driven, decision-making skills.

SOLUTION Miami's Center for Analytics and Data Science (CADS) will lead collaborations and research with external partners. Programs could include a minor in sport analytics, a degree in data analytics, and stackable graduate certificates for working professionals.

IMPACT The initiative will enhance the Miami brand as a premier destination for analytics training.

"WHERE WILL THE NEXT GENERATION OF DATA ANALYSTS COME FROM? THE ANSWER IS MIAMI UNIVERSITY."

- JOHN BAILER University Distinguished Professor and Chair, Statistics



ENGINEERING IN THE NEW INDUSTRIAL LANDSCAPE

To keep pace with rapid changes in industry, manufacturers need workers versed in robotics and technology.

SOLUTION Miami will create experiences for students including stackable certificates for graduate study in advanced manufacturing, process control, and automation; an undergraduate program in robotics; a foundational certificate at Miami Regionals; and an interdisciplinary robotics engineering major in Oxford.

IMPACT Align engineering programs to industry needs and prepare students for success in robotics, automation, and advanced manufacturing.

"WE'LL ADDRESS THE NEEDS OF OHIO INDUSTRY IN THE AREAS OF ADVANCED MANUFACTURING, ROBOTICS, AND AUTOMATION."

- FAZEEL KHAN Professor, Mechanical and Manufacturing Engineering

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Developing an eSports Curriculum

Globally, eSports is a multibillion-dollar industry growing 18 percent a year. Miami is poised to lead this exciting cultural movement.

SOLUTION Build eSports@Miami, the first major eSports academic community in the country, along with new research and advancement of varsity and club teams.

IMPACT Satisfy the cultural needs of tomorrow's students and establish Miami on the leading edge of a global phenomenon.



"WE HAVE A RESPONSIBILITY TO PREPARE OUR STUDENTS FOR THE WORLD THAT WILL BE HERE WHEN THEY GRADUATE IN FOUR YEARS."

- GLENN PLATT C. Michael Armstrong Professor of Network Technology and Management



President's Report \ 2019

INVENTIVE MINDSET

Recognized around the world for our achievements, we produce groundbreaking scholarship through books, patents, research papers, and creative performances.





GLOBAL EXPERT WEIGHS THE IMPACT OF FREIGHT TRANSPORTATION

s consumers demand faster delivery times and less expensive products, experts contemplate the environmental costs of modern commerce. Enter Lisa Ellram, the James Evans Rees Distinguished Professor of supply chain management. She was among the first researchers to apply theory to the concept of supply chain management and bring it into the academic literature.

Her interest in sustainable freight transportation began more than 10 years ago when she noticed that companies were consistently overlooking the vast resources they were spending on transportation. "I read a lot of companies' corporate social responsibility reports, and they weren't even thinking about their freight transportation," Ellram said. "So, I thought, 'Wow, this just doesn't make sense.' It's such a huge area of opportunity."

> Ellram found that more eco-friendly shipping also means more cost-savings in

transportation. "One of the really good things about reducing emissions is that it often comes from efficiency, so if you're reducing emissions you're also reducing cost," Ellram said.

She also hopes to make consumers more aware of the ramifications of instant

gratification commerce. "We're an impatient society. We want things now, and we need to think about the impact that it really has," Ellram said. "Is it worth the potential environmental impact to get something today, when really I could have waited until tomorrow?"



UNIVERSITY DISTINGUISHED PROFESSOR

Ellram was awarded the title of University Distinguished Professor by Miami University's Board of Trustees in 2019. Established by the trustees in 1981 to attract and retain eminent professors, the title includes an annual stipend for research and other professional activities.



LEADING SOURCE OF GREENHOUSE GAS EMISSIONS

According to the Environmental Protection Agency, transportation is the second leading source of greenhouse gas emissions in the U.S., just behind the generation of electricity. And since 1990, greenhouse gas emissions in the transportation sector increased more than in any other sector.



SUSTAINABLE SUPPLY CHAINS

In 2004, the U.S. EPA launched the SmartWay program to help companies find better and cleaner ways to move freight. In the first 10 years of the initiative, the number of participating companies increased from 20 to more than 3,000.

RESEARCHER ADVANCES MEDICAL IMPLANT TECHNOLOGY

Lei Kerr, Spooner Schallek Professor of chemical, paper, and biomedical engineering, has always wanted to use her expertise to solve problems in the field of medicine. She works with a team of students to create better ways to deliver medicine to patients who have undergone implant surgery such as joint replacements or dental implants.

Her idea is to create titanium oxide nanotubes on implant devices

"PEOPLE ARE LONGING FOR BETTER HEALTH CARE SO I'M EXCITED TO WORK ON RESEARCH THAT ADVANCES BETTER MEDICINE." that can hold the drugs that the human body needs to spur bone growth while preventing inflammation and infection. By placing medicine inside the implant itself, drugs arrive where the patient needs them faster and in higher concentration.

By reaching out to medical professionals, Kerr feels like she better understands the big picture in which her nanotechnology resides. "I constantly talk to physicians, and I know the problems they are facing. I like to

work on a problem that helps advance society — Miami gives me the freedom to do that," she said.

STAR STUDENT CRUNCHES THE NUMBERS AT DATAFEST

In a speech to his fellow graduates in the College of Engineering and Computing, **Prasidh Arora '19**

challenged his peers to take leaps of faith. For Arora, it's more than a bit of advice, it's his way of life.

Like choosing a university nearly 9,000 miles away from his high school. Or managing a rare neurological disorder. Or entering a team in Miami's DataFest competition for the first time — and winning the whole thing.

Hosted by the Center for Analytics and Data Science, DataFest is a contest in which student teams analyze complex data sets and



present their findings to a panel of judges.

While many DataFest teams focused on creating complex mathematical models to explain variations in data, Arora's team, the Standard Deviants, created a presentation about athletic fatigue that could be accessible to the most important end user — the coach.

"I had not worked with such large sets of data before. I absolutely did not go into DataFest expecting to win, but all the new skills I learned in a short period of two days was the biggest prize for me," Arora said.

DATAFEST 2019 BY THE NUMBERS

\$1,000 First prize

150 Students from four universities participated

36 Teams signed up

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Inaugural Artecha festival

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Presented by the College of Creative Arts, Artecha was Miami's immersive and interactive art experience devised to explore the relationship between the arts and technology. It featured architectural projection mapping, virtual and augmented reality, immersive soundscapes, an electroacoustic music concert, geo-mapping visualization, and a pop-up student gallery on campus.

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When in Rome

As part of their summer 2019 Italian tour, 60 members of Miami Men's Glee Club performed concerts at St. Peter's Basilica in the Vatican, the Basilica of St. Francis of Assisi (seen here), and the Pantheon in Rome.





JASPER JOHNS 18 OCTOBER 1977 · 22 JANUARY 1978 WHITNEY MUSEUM OF AMERICAN ART



Buy a masterpiece — or three

Michael Hatch, assistant professor of art history, created <u>a groundbreaking</u> course where students learn how art flows from artists to auction houses by purchasing pieces of art. It was one of 15 projects funded by the Career Collaborative initiative hosted by the Center for Career

Exploration & Success.

Treating the Miami University Art Museum like a client, students created individual proposals, including the best market price for their artwork. After critiquing the student proposals, the museum has purchased three pieces: "Savarin" (a 1977 lithograph by Jasper Johns), "Holy Family with Saints John the Baptist, Catherine, and Anthony Abbot" (a 1582 etching by Agostino Carracci), and "Simplicius' Writing Lesson" (an 1881 etching by Max Klinger).



(*)

GENTELLIGENCE™ gen·tel·li·gence

A term coined by Gerhardt, the ability to appreciate and leverage the talents and insight of other generations.

PROFESSOR HELPS WORKPLACES CLOSE THE GENERATION GAP

Megan Gerhardt, professor of management and co-director of the William Isaac and Michael Oxley Center for Business Leadership, concentrates her research on young people and their impact on the workforce. She consults with organizations across the U.S. and internationally to provide leadership and generational training.

On what motivates millennials: "I've found millennials largely to be incredibly motivated and engaged if you understand what's important to them."

On millennials' expectations: "We basically raised this generation to be a voting member of the family from a very young age. I think the most important element is to recognize that valuable learning can occur in both directions."

On the way millennials work: "Boomers need to learn that work doesn't necessarily mean sitting at a desk. It is important to be mindful that someone else's ideas and expectations are not wrong, they are just very different. Millennials want meaningful and important work, just like the rest of us, but their expectation of that at 20 is very different than what we thought of at 20."

On the youngest generations: "My hope is that the millennials will be more open to the ideas and perspectives of Gen Z than we were with millennials."

"JUST BECAUSE YOUNGER PROFESSIONALS WANT TO DO SOMETHING DIFFERENTLY, IT DOESN'T MAKE THEM WRONG. FIND OUT WHY THEY WANT TO DO IT THAT WAY."

FACULTY EARN GRANTS TO HELP STUDENTS BUILD CAREER SKILLS

Through the Center for Career Exploration & Success, Miami's Career Collaborative awarded \$40,000 for the spring 2019 semester to faculty from all five academic divisions to fund 15 career-related projects. The initiatives include new, real-world projects hosted in the classroom or other professional development activities with expanded emphasis toward first- and second-year undergraduates.

"THIS CLASS SHOWS STUDENTS HOW THE CRITICAL RESEARCH SKILLS THEY LEARN IN THE HUMANITIES SUPPORT PROFESSIONAL SKILLS THEY CAN PUT ON RÉSUMÉS." - MICHAEL HATCH Assistant Professor of Art History In its first year, the Career Collaborative supported experiences across multiple colleges, including the opportunity for art history students to acquire art for the Miami University Art Museum; a nutrition and dietetics conference hosted by the College of Education, Health and Society; and a trip to Automate Chicago for students in the College of Engineering and Computing to meet global leaders in robotics.



CAREER PREP FROM DAY 1

Miami's Career Collaborative connects students with experts in their fields, alumni who can help them build a network, and realworld experiences to get them to accomplish careerrelated tasks along the way.

Grants fuel essential research

Ellen Yezierski, professor of chemistry and biochemistry, and her Miami colleagues earned a \$1.9 million grant from the National Science Foundation (NSF) to improve professional development for high school chemistry teachers. The team will train 64 teachers from around the country to help students in dynamic visualizations, molecular animations meant to make technical learning easier rather than relying on abstract descriptions. The project could benefit up to 80,000 students. Another team of Miami researchers, led by biology professor Mike Vanni, earned a \$635,000 NSF grant to study the Acton Lake ecosystem and its watershed. Overall, Miami's research funding in 2018-2019 topped \$24 million. Ortraget inquiry Miani University

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CHEMISTRY & BIOCHEMISTRY

\ INVENTIVE MINDSET



A bold plan to transform Miami University

Charting Miami's future of renewed academic excellence, invigorated cocurricular experiences, and innovative partnerships is a big job — and the Miami community rallied around the task in 2018-2019. Created by a 14-member steering committee and including input from more than 600 faculty, staff, students, and community members, Miami's new strategic plan took shape and was presented to President Greg Crawford and the Board of Trustees in June 2019.

The plan includes 30 recommendations, ranging from a reorganization of academic units and comprehensive reviews of undergraduate and graduate curriculum and advising to investments in research infrastructure, branding, and the residential experience. It calls for a renewed culture of creativity and experimentation, spanning traditional academic boundaries to create relevant academic experiences for Miami students. The new plan builds on the work of Miami's 2020 Plan; the university had reached nearly all of the goals in the previous plan a full year ahead of schedule.

"Thank you to the Strategic Planning Steering Committee for including input from so many Miamians in our new strategic plan," President Crawford said. "It envisions a true transformation, a spirit of innovation, and embracing of change that portends a bright future for Miami University."





President's Report \ 2019 SUSTAINABLE EXCELLENCE



Investing in our core strengths, operating efficiently, and clearing a sustainable path to a future of innovation — this is our financial strategy.

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ARMSTRONGS PAY IT FORWARD **BY GIVING BACK**

ike Armstrong's time as a Miami student almost ended prematurely. When he hurt his shoulder and lost his football scholarship, he had to work on the docks in his native Detroit for a year to earn enough money to return to Oxford.

Today, Armstrong wants to help make Miami more affordable. He and his wife Anne (both Class of 1961) donated \$6 million to fund the Mike and Anne Armstrong Interactive Media Studies Scholars, specifically for students with financial need.

"If there had been a scholarship fund for students in need when I was at Miami, I sure would have raised my hand, but there wasn't such a fund," Armstrong said. "We are investing in people. I just can't think of a greater purpose."

A member of Miami's Board of Trustees, Armstrong is convinced of the value of student scholarships — a key part of Miami's strategy to sustain excellence. More than one-third of the university's ongoing fundraising campaign will be used for scholarships, both need-based scholarships to increase access for those who can't afford tuition and merit-based scholarships to bring the nation's top students to Miami.

The Armstrongs have shown their generosity to Miami many times over. They provided a \$15 million lead gift to build the Armstrong Student Center and a separate \$14.7 million gift for the Armstrong Institute for Interactive Media Studies (AIMS). Tom Herbert, senior vice president for university advancement, said the Armstrongs "understand the impact scholarships have on the lives of our students."

Today, AIMS spans all academic divisions with more than 20 full-time faculty and 1,000 students. Armstrong said scholarships can make a big difference for AIMS students because graduates from the program are in high demand and can earn competitive salaries.

"AIMS never stops adapting and changing," he said. "Emerging technology is at the core of the AIMS experience. For many kids in need, today's strong AIMS undergraduate curriculum makes a lot of sense."



There are AIMS Digital Innovation Centers located in both San Francisco and Cincinnati.



Miami's game design program ranks #3 among public universities in the U.S., according to *The Princeton Review*.





Michael Armstrong '61 board of trustees



SUSTAINING A CULTURE OF SUPPORT FOR VETERANS

Seeing the difficulties that awaited veterans returning to college, Miamians developed programming to meet their needs. **Green Zone** training helps faculty and staff understand and empathize with veterans by educating them about military culture and the struggles that veterans face as they transition from active duty military service to becoming a college student.





The Alumni Veterans Tribute was dedicated on Veterans Day — November 11, 2018. More than 180 faculty, staff, and students have completed Green Zone training. For instance, in discussions about war and the military, veterans may feel uncomfortable enough that they need to remove themselves from the room. The training also teaches faculty and staff how to direct veterans to resources for help with coursework, learning disabilities, housing, family, or medical issues.

Miami's program was created in 2016 by student veterans Adam Rose '17 and Phillip Carr '17 with help from Miami staff members. The training shares the background of veterans and the cycles they experience when they are deployed.

Lincoln Walburn, adviser to the Student Veterans Association, credited student resourcefulness in sustaining the program. "The main difference I have found between Miami and other institutions is that the presentation has been mainly done by students here," Walburn said. "Other institutions have professional staff who do the majority, if not all, of the training."

Students spearhead Zero Waste Oxford

Katja Diekgers '19 and Madison Olds '19 founded Zero Waste Oxford with a clear vision: end single-use plastics in Oxford, reduce waste in the community, and increase awareness of how college students can choose a more sustainable lifestyle. This year, the organization made big moves toward its goal.

Zero Waste Oxford hosted Miami's first pop-up thrift shop last February. The organization hopes to make it a permanent fixture in the Armstrong Student Center and donate all sales to student scholarships.

"The goal for the thrift shop is to show Miami that it's feasible, that it's possible, that people want to be supporting a second-hand industry on campus, and that it will be successful," Diekgers said.

From weekly trash pickups, upcycling events, and hosting well-known sustainability leaders such as Bea Johnson (considered the founder of the zero waste movement), Zero Waste Oxford has emerged as a leader in making Miami a more sustainable campus.



MIAMI EARNED GOLD IN ITS MOST RECENT STARS ASSESSMENT The Sustainability Tracking, Assessment & Rating System[™] is a framework for universities to measure their sustainability performance.



Miami was included in *The Princeton Review Guide to 399 Green Colleges for 2018.*



Academic boot camp eases athletes' transition to college

Each summer, first-year varsity football and basketball players prepare for the transition from high school to college by participating in the <u>RedHawks Summer</u> <u>Bridge Program. Developed in part by **Rodney Coates**, professor of global and intercultural studies, this academic boot camp is a big reason why Miami studentathletes have finished with more than a 3.0 cumulative GPA for 29 straight semesters.</u>

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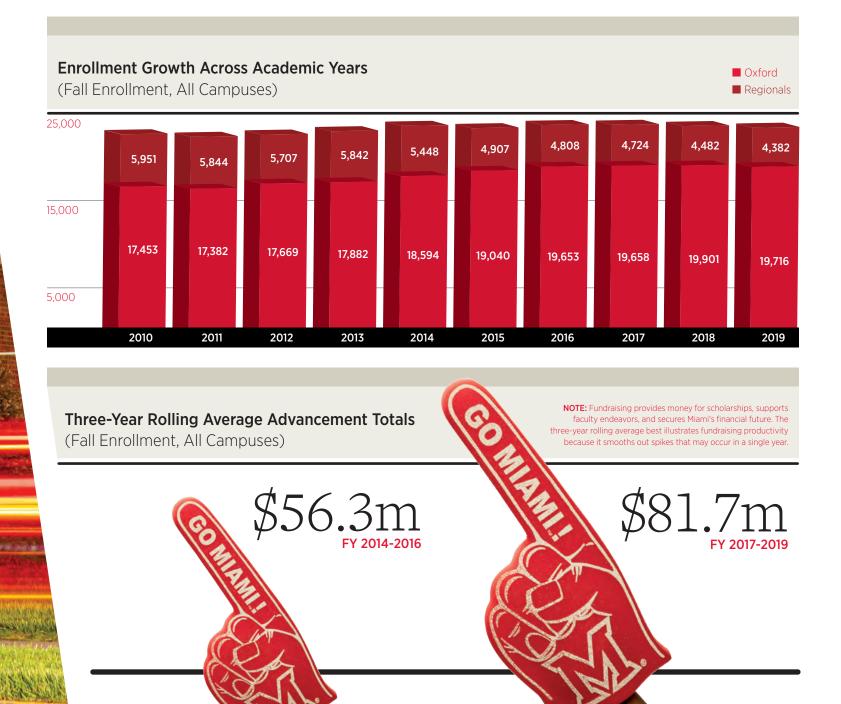
ACTING DECISIVELY TO INVEST IN MIAMI'S FUTURE GROWTH

iami's long-term financial strategy — prudent stewardship of today's financial resources to empower investment in the future — showed its value again in 2018-2019. As universities across the country grappled with declining tuition revenue and increased costs, Miami refocused investments on growing academic areas that will best prepare students for careers of the future.

Miami, which enrolled its largest first-year class ever in fall 2019, has a long history of efficient operations. Miami's strong financial

position enables investment not only in academics and student experience, but in the continuing excellence of our faculty and staff. We continue to engage alumni, external partners, and friends of the university to increase private support.

FOR GENERATIONS, MIAMI HAS FACED CHALLENGES DECISIVELY AND CONFIDENTLY. WE DO THE SAME TODAY.



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