



ROUDEBUSH HALL ROOM 212
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June 21, 2019

The Board of Trustees of Miami University and associated Committees will meet on the Oxford Campus, Oxford, Ohio, on June 26, 27, and 28, 2019.



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



BOARD OF TRUSTEES
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**Miami University
 June 2019 Meetings of the Board of Trustees
 Oxford, Ohio**

SCHEDULE OF TRUSTEE EVENTS

Wednesday, June 26, 2019 (all times are approximate)

12:00 p.m.	Optional	Trustee Lunch, Marcum
2:00 p.m.	Full Board	Retreat – Strategic Planning, Marcum 180/6
5:00 p.m.	Optional	Trustee Reception, Marcum Center

Thursday, June 27, 2019 (all times are approximate)

8:00 a.m.	Optional	Trustee Breakfast, Marcum Center
8:45 a.m.	Committee Meeting	Academic and Student Affairs Committee, Marcum 180/6 Per separately distributed agenda
9:15 a.m.	Committee Meeting	Finance and Audit Committee, Marcum Center 180/6 Per separately distributed agenda
12:00 p.m.	Optional	Trustee Lunch, Marcum Center
1:00 p.m.	Full Board Meeting	Board of Trustees Meeting, Marcum Center 180/6 Per attached agenda
3:00 p.m.	Full Board	Executive Session, Marcum Center 180/6
4:30 p.m.	Full Board	Adjourn
5:00 p.m.	Optional	Trustee Strolling Dinner, Goggin Ice Center
7:00 p.m.	Optional	Trustee Reception, Marcum Center

Friday, June 28, 2019 (all times are approximate)

8:00 a.m.	Optional	Trustee Breakfast, Marcum Center
9:00 a.m.	Full Board Meeting	Board of Trustees Meeting, Marcum Center 180/6 Per attached agenda
11:00 a.m.	Full Board	Executive Session with working lunch, Marcum 180/6
12:00 p.m.	Adjourn	



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**Miami University Board of Trustees
Retreat
Marcum Center, Room 180-6, Oxford Campus
2:00 p.m., Wednesday, June 26, 2019**

Call the Meeting to Order and Roll Call – Chair David Budig

Public Session

Strategic Planning Steering Committee Report, Attachment A
Presentation and discussion on the Committee's report and recommendations
Julia Guichard, co-chair

Adjourn



Miami University's Strategic Plan

June 26-28, 2019

Presented to the Board of Trustees
From the Strategic Planning Steering Committee

Miami University

Miami University
Honoring Our Past and Present, Creating Our Future
The Strategic Plan

We are inspired by the Myaamia phrase *aanceelintaakani* – meaning
“an instrument used to change how one thinks.”

The Strategic Planning Steering Committee:

Bob Applebaum	Julia Guichard
Renee Baernstein	Denise Taliaferro Baszile
Stacey Lowery Bretz	Moirra Casey
Diane Delisio	David Ellis
William Even	Elise Radina
Vaishali Raval	Aaron Shrimplin
Sherrill Sellers	John Weigand

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Acknowledgements

Developing a strategic plan for a university is an important and complex job. Accomplishing this task in an eight-month time period only happens when a dedicated team of hard-working individuals join forces. To start, we recognize the incredible work of the 12 steering committee members and the 74 subcommittee members. Their work provided the foundation of ideas; this plan rests on their shoulders. All of them had full-time jobs before signing up to serve the university in this planning process. We also acknowledge more than 600 faculty, staff, students and community members who attended our open listening sessions and provided comments via our website. The spirit of Miamians to make our university even better truly inspired us throughout the process. We thank our colleagues at the Myaamia Center for providing our plan name and Ted Pickerill for his ongoing administrative support. Cliff Peale provided his invaluable wordsmithing skills over the course of this plan development. Finally, we thank Provost Callahan and President Crawford for supporting us at each step of the planning journey. We are proud to have had the opportunity to serve the university in this capacity.

Bob Applebaum and Julia Guichard, Steering Committee co-chairs

Our Statement of Purpose

The Miami University strategic plan imagines a transformed university. We will position Miami to honor our legacy of distinguished teaching and learning as we create experiences relevant to today's students and confront the challenges facing all of higher education. Headwinds of demographics, financial realities and erosion of popular support have made our strategic imperative clear: Standing still is not an option. Now is the time for Miami to transform for a new era, building an adaptive, responsive and financially sustainable foundation, with students immersed in academic and co-curricular experiences that prepare them to succeed in today's interconnected world. We will welcome students, faculty and staff of all backgrounds to a united Miami community, always learning and committed to a culture of investment and continuous improvement.

Executive Summary

Honoring Miami's Past and Present

The world for an entering Miami University first-year student is different from any previous generation. Yet today's first-year student walks onto campus with the same hopes and dreams as students have done throughout our history. Excitement about learning, career expectations, contributions to community and the possibilities of tomorrow abound. Miami University's challenge is to support the aspirations of students and to prepare them for lifelong learning, even as the world around them continues to change. This strategic plan will position Miami to ensure that our students of today and tomorrow will continue to have the chance to pursue their dreams, opportunities Miami has helped students fulfill for more than two centuries.

Planning Miami's Future

In October 2018, President Greg Crawford appointed a 14-person steering committee to lead Miami's strategic planning efforts. The president identified six areas of focus: academic excellence; research and scholarly success; transformative student experience; diversity, equity and inclusion; financial sustainability; and Miami as a national university. The committee's work was based on the principle that success will depend on broad input from the entire Miami community.

The committee's charge from President Crawford: "We are asking the committee to develop a five-year strategic plan that builds on the many strengths of Miami University, but recognizes the need for change and innovation. Our charge to the committee is to take a hard look at our current approaches and to recommend transformational change. We believe that incremental changes to our current strategy and tactics – as valuable as they have been – will not prepare Miami for the new world of higher education. ..."

Strategic Recommendations

As we present our recommendations, it is important to recognize the context of our work. Higher education is changing so quickly that Miami already has launched several strategic initiatives to address some of the issues raised in this strategic plan. A new development campaign, a feasibility assessment for new buildings, regional campus reform including a major shift to offering both two-year and four-year degrees in the traditional classroom setting and online and even changes to our budget model all are in process. The world is moving too fast to

explore one strategy at a time, so coordination and communication have never been more important across the Miami community.

We know that Miami University is living in a new era of financial accountability. As you will read throughout this report, Miami cannot afford every program or service we might wish to provide. Every decision we make must be fully informed by the financial implications. It is imperative that we manage our resources wisely, develop diversified revenue streams to reduce dependence on tuition and align every resource with the university's broader strategic initiatives. In today's world of higher education, this is the job of every Miami division, department and administrative unit.

We observe a common theme across the various recommendations in this report. Our current decision-making processes are too often decentralized and disconnected, and it will be important moving forward to rethink our strategic planning as a process that can make these connections in real time. As we seek to create a transformational experience for students, we must strengthen the connections between academic and co-curricular decision-making. A standing Strategic Planning Committee can help to make these connections while also providing strategic direction for the university.

In this context, we offer the following recommendations categorized into four groups that include cross-cutting strategies. We will **innovate** to position Miami to thrive in a rapidly changing environment. We will **invest** in proactive solutions. We will **invigorate** our process and culture to clear pathways for creative solutions. And we will act decisively to **implement** the reforms envisioned in this plan. Table 1 includes a summary of recommendations for implementation. We recognize that Miami cannot act upon all of the recommendations at once, so this plan is a living document that will require constant adaptation as higher education continues to evolve.

Innovate	Invest	Invigorate	Implement
#1-Establish Honors College	#8-Improve infrastructure to support research & scholarship	#16-Reorganize academic structure	#24-Establish ongoing Strategic Planning Committee
#2-Enhance cross-unit curricular collaborations	#9-Improve faculty culture for involvement in externally funded research	#17-Transform the Global Miami Plan	#25-Establish Diversity, Equity and Inclusion Committee
#3-Cultivate cross-disciplinary research	#10-Improve approach to how faculty resources are allocated to align with strategic initiatives	#18-Redesign curricular process	#26-Coordinate facilities planning with strategic plan
#4-Position Miami as a teaching & learning national resource	#11-Enhance student retention strategies	#19-Complete curriculum review: undergraduate	#27-Improve allocation of resources to align w/strategic plan priorities
#5-Develop a curricular “innovation lab” for experimentation	#12-Substantially increase endowment to support scholarships	#20-Complete curriculum review: graduate	#28-Develop strategic enrollment management plan
#6-Renew partnership between academics & residence life	#13-Provide necessary resources to Miami students studying abroad or away	#21-Develop master plan for e-learning	#29-Clearly define and market Miami strengths
#7 Redesign our student academic advising system	#14-Enhance the relationship between Miami and the city of Oxford	#22-Create plan for revenue-generating graduate degrees & certificates	#30-Enhance external visibility of research
	#15-Review recommendations from existing Sustainability Committee and align with plan	#23-Revise program review goals and process to align with strategic plan	

A Commitment to Implementation

Change is difficult for both human beings and organizations. It requires more than agreement on priorities and action steps. Our community must commit to meaningful and lasting change. Throughout the planning process, we often heard about barriers created by a Miami culture that was resistant to change. Frequently, our first administrative reaction goes to why an idea cannot be implemented, rather than asking why it is important, and if so, how we can make it happen. We began our planning process by emphasizing Miami's position of strength. In fact, as we complete this document, we have seen news about our large and accomplished incoming Class of 2023. This success is a good thing, which will allow us to continue to invest in our future. But that should not conceal our long-term reality: Miami must adapt to future challenges faced by higher education across the nation. We believe this strategic plan is a step in that direction.

Miami University

Honoring Our Past and Present, Creating Our Future

The Strategic Plan

Part One – Honoring Miami’s Past and Present

Fifty years ago, a first-year student moving into a dorm room on the Oxford campus had a clock radio to plug in, and maybe one or two other items. Today’s student brings 20-30 plug-in products, from the Amazon Echo to Z-Wave network security. Neither students nor faculty had imagined personal computers in 1969, and the well-crafted letter was state-of-the-art communication. Clearly the world has changed. Some popular majors of today – strategic communications, interactive media studies and international studies, to name just a few – did not exist. To support students in 1969, Miami received more than half of its operating budget from the state. Today, state support is less than 10%. Higher education faces other challenges as well: fewer high-school graduates, higher operating costs and eroding popular support. Employers are looking for workers with transferrable skills that cross traditional academic boundaries, including data, automation, communication and ethics. The magnitude of societal change and its impact on higher education cannot be overstated.

Yet despite these dramatic changes, today’s first-year student walks onto campus with the same hopes and dreams as the student 50 years ago. Excitement about learning, career expectations, contributions to community and the possibilities of tomorrow abound. Miami University’s challenge is to support the aspirations of students and to prepare them for lifelong learning, even as the world around them continues to change. This strategic plan will position Miami to ensure that our students of today and tomorrow will continue to have the chance to pursue their dreams, opportunities Miami has helped students fulfill for more than two centuries.

Our plan builds on Miami’s areas of strength:

- **Academic excellence** in undergraduate education, including a well-rounded liberal arts education, faculty mentoring and undergraduate research opportunities.
- **A high-achieving and motivated student body** that continues to excel in and out of the classroom.

- **A defined market position** as a university that values both teaching and research, nurturing Miami's long tradition of the teacher-scholar model.
- **An established reputation for producing leaders** in industry, government, sports and the non-profit sector.
- **Strong residential life** and co-curricular programs designed to integrate the academic, social and service components of the college experience.
- **Accessibility for a diverse population of learners** at one of Miami's two regional campuses or through online degrees.
- **National and international reputation**, resulting in the largest proportion of undergraduate out-of-state students of any Ohio public university.
- **Supportive, engaged alumni** and employer communities committed to providing internship and employment opportunities to our graduates.
- **A strong return on tuition investment** recognized by national publications.
- **Extensive career services** from the first year to graduation and beyond.
- **Effective stewardship** with a strong financial foundation to launch new initiatives.
- **Nationally recognized and broadly accessible study abroad and study away** programs, including a campus in Luxembourg.
- **Community partnerships**, including our regional campuses that work closely with their local communities.

These strengths have served Miami well, and continue to do so. Yet we also face significant challenges, some decades old but many a product of recent changes faced by higher education.

- **Demographic projections** indicating that there are fewer traditional college-age students on the horizon, particularly in Ohio and the region. In addition, growth in our older population will result in increased public resources allocated to health and retirement.
- **Greater competition** for high-achieving students that results in many universities now marketing themselves as doing what Miami does. Miami has fallen behind in strategic investments in programs and academic infrastructure that have distinguished us in the higher education landscape.

- **Reduced public support for higher education**, making tuition our major source of revenue today. This has resulted in substantial cost increases for students and their families and increased efficiency expectations for all of higher education.
- **Questions about the value of higher education** that have reduced Miami's ability to sustain the traditional economic model. Students, families and policymakers are increasingly measuring higher education based on return on tuition investment.
- **A disruptive environment of online education** and other delivery models, which are often less expensive and more convenient for some students.
- **The growing cost of higher education** that mandates larger and larger scholarships to attract the best students, resulting in substantial budgetary pressure.
- **An existing business model** that needs to be modified as costs are projected to increase faster than revenue under the current structure.
- **A focus on careers** that has driven some students to shift away from traditional liberal arts majors, forcing universities to continually adapt curriculum in response to societal changes.
- **The need to balance** an educational experience that prepares students for their first job and their future jobs.
- **Working across disciplines** has become more important as students are increasingly trying to navigate between career opportunities and their choice of an academic major. Miami's curriculum, organizational structure and financial model have stressed departmental and divisional success, and working across disciplines at the departmental or divisional levels has been a secondary goal.
- **External funding for research support** that has become more competitive. Miami has stressed the integration between teaching and research but has not developed a strong research infrastructure compared to other national universities.
- **Substantial leadership turnover** that often brings new initiatives with limited commitment from faculty and staff and mixed success. To move the university forward, faculty and staff must be on board.

Part Two – Planning Miami’s Future

In October 2018, President Greg Crawford appointed a 14-person steering committee to lead Miami’s strategic planning efforts. The president identified six areas of focus: academic excellence; research and scholarly success; transformative student experience; diversity, equity and inclusion; financial sustainability; and Miami as a national university. Each of the six subcommittees was chaired by two steering committee members; the subcommittees included 62 faculty and staff, 10 students and two community representatives. Subcommittees held more than 100 meetings from January through March 2019. During this same period, the steering committee co-chairs hosted more than 30 listening sessions attended by more than 600 people. The steering committee also responded to ongoing comments on the strategic planning website. During April and May 2019, the steering committee developed the final recommendations. This final report and recommendations were reviewed by subcommittee members prior to submission. The committee’s work is based on the principle that success will depend on broad input from the entire Miami community.

The committee’s charge from President Crawford: “We are asking the committee to develop a five-year strategic plan that builds on the many strengths of Miami University, but recognizes the need for change and innovation. Our charge to the committee is to take a hard look at our current approaches and to recommend transformational change. We believe that incremental changes to our current strategy and tactics – as valuable as they have been – will not prepare Miami for the new world of higher education. ... This plan will advance our vision to be one of the nation’s best student-centered liberal arts universities focused on undergraduate education with select premier graduate programs, promote diversity and inclusion and ensure financial sustainability. To achieve this goal, the plan must foster synergistic collaborations among disciplines, departments, divisions and campuses, and with external partners.”

The work of the Strategic Planning Committee was framed by Miami’s mission as a student-centered public university with an unwavering commitment to liberal arts undergraduate education and the active engagement of its students in both curricular and co-curricular life. Miami is deeply committed to student success and empowers its students to become engaged citizens who use their knowledge and skills with integrity and compassion to improve the future of our global society.

As the committee developed the strategic plan, a series of questions guided our recommendations. We recognize that in today’s dynamic world, strategic plans will provide a road map, but they must always be living and ever-changing documents. These questions provided our anchor for the strategic plan.

Our guiding questions

- Will our strategy differentiate Miami?
- Does the strategy tap into our advantages?
- Is our strategy targeted to the right population(s)?
- Does our strategy put us ahead of trends?
- Is our strategy empirically based?
- Does our strategy recognize uncertainty?
- Does our strategy balance commitment and flexibility?
- Does our strategy help ensure financial viability?
- Can we act on the strategic plan?

Part Three – Strategic Recommendations

As we present our recommendations, it is important to recognize the context of our work. Higher education is changing so quickly that Miami already has launched several strategic initiatives that address some of the issues raised in this strategic plan. For example, the university has embarked on “Boldly Creative,” a \$50 million academic development fund to bring forward and fund proposals for interdisciplinary academic programming. Proposals have been solicited and a first round of projects selected. A new development campaign, a feasibility assessment for new buildings, regional campus reform including a major shift to offering both two-year and four-year degrees in the traditional classroom setting and online, and even changes to our budget model all are in process. The world is moving too fast to explore one strategy at a time, so coordination and communication have never been more important across the Miami community.

As part of this planning process, we also observed a common theme that our current decision-making processes are too often decentralized and disconnected. As we move forward, it will be important to use our strategic planning process as a tool to coordinate these connections. We know that Miami University is living in a new era of financial accountability. As you will read throughout this report, Miami cannot afford every program or service we might wish to provide. Every decision we make must be fully informed by the financial implications, with a detailed plan for future revenue increases or cost efficiencies. It is imperative that we manage our resources wisely, develop diversified revenue streams to reduce dependence on tuition and align every resource with the university’s broader strategic initiatives. In today’s world of higher education, this is the job of every Miami division, department and administrative unit.

At the same time that we face new and ever-changing challenges, we also have a talented and energetic student body, loyal and accomplished alumni who are generous with time and spirit, and a dedicated faculty and staff. In our more than 30 listening sessions with faculty, staff and students, the commitment to Miami and to making good even better was clear and consistent. Miami has a long history of faculty and staff governance and a University Senate that is actively involved in university policy. We believe that a strong University Senate is critical to successful plan implementation and recommend that many of the plan implementation committees include Senate representation. There are a few instances in the plan where we propose that a standing Senate committee might not be the best mechanism for addressing a specific reform, and we have discussed that in the plan. Finally, we also believe that it is imperative to incorporate into our planning process ongoing mechanisms to hear the voices of our students (past, present and future), faculty, staff and the communities we serve.

Many of the recommendations included in this report are primarily focused on the Oxford campus. However, we believe we are One Miami – encompassing Oxford, the regional campuses and Luxembourg. For a strong Miami University, strategic planning must be aligned to capitalize on the diversity of strengths across all divisions and campuses.

In this context, we offer the following recommendations categorized into four groups of cross-cutting strategies. We will **innovate** to position Miami to thrive in a rapidly changing environment. We will **invest** in proactive solutions. We will **invigorate** our process and culture to clear pathways for creative solutions. And we will act decisively to **implement** the reforms envisioned in this plan. Table 1 includes a summary of recommendations for implementation. We recognize that Miami cannot act upon all of the recommendations at one time; we also include a suggested timeline for implementation. We know the plan will be a living document that will require constant adaptation as higher education continues to evolve.

Table 1. Miami's Strategic Plan Recommendations by Category

Innovate	Invest	Invigorate	Implement
#1-Establish Honors College	#8-Improve infrastructure to support research & scholarship	#16-Reorganize academic structure	#24-Establish ongoing Strategic Planning Committee
#2-Enhance cross-unit curricular collaborations	#9-Improve faculty culture for involvement in externally funded research	#17-Transform the Global Miami Plan	#25-Establish Diversity, Equity and Inclusion Committee
#3-Cultivate cross-disciplinary research	#10- Improve approach to how faculty resources are allocated to align with strategic initiatives	#18-Redesign curricular process	#26-Coordinate facilities planning with strategic plan
#4-Position Miami as a teaching & learning national resource	#11-Enhance student retention strategies	#19-Complete curriculum review: undergraduate	#27-Improve allocation of resources to align w/strategic plan priorities
#5-Develop a curricular "innovation lab" for experimentation	#12-Substantially increase endowment to support scholarships	#20-Complete curriculum review: graduate	#28-Develop strategic enrollment management plan
#6-Renew partnership between academics & residence life	#13-Provide necessary resources to Miami students studying abroad or away	#21-Develop master plan for e-learning	#29-Clearly define and market Miami strengths
#7 Redesign our student academic advising system	#14-Enhance the relationship between Miami and the city of Oxford	#22-Create plan for revenue generating graduate degrees & certificates	#30-Enhance external visibility of research
	#15-Review recommendations from existing Sustainability Committee and align with plan	#23-Revise program review goals and process to align with strategic plan	

Table 2. Timeline for Strategic Plan implementation	
Time Period 1 Recommendations (Years 1 & 2)	Time Period 2 Recommendations (Years 2 & 3)
Honors College #1	Position as teaching national resource #4
Cross-unit curricular collaborations #2	Redesign student academic advising #7
Cross-disciplinary research * #3	Provide resources for students studying abroad or away #13
Develop curricular sandbox #5	Enhance relations with city of Oxford #14
Renew partnership between Academics & Residence Life #6	Review recommendations from Sustainability Committee #15
Improve research infrastructure #8	Redesign curricular process #18
Improve research culture #9	Create plan for revenue-generating graduate degrees #22
Improve resource management to invest in growing programs #10	Revise program review #23
Enhance student retention strategies #11	Coordinate facility planning #26
Increase endowment for scholarships #12	Define and market Miami strengths #29
Reorganize academic structure * #16	Enhance research visibility #30
Transform Global Miami Plan #17	
Complete curriculum review- undergraduate #19	
Complete curriculum review-graduate #20	
Develop e-learning master plan #21	
Establish standing Strategic Planning Committee #24	
Establish Diversity, Equity, Inclusion Committee #25	
Align resources with plan #27	
Develop strategic enrollment plan #28	

- We have highlighted two sets of recommendations that should be implemented simultaneously.

We will innovate to position Miami to thrive in a rapidly changing environment.

Our initial group of recommendations focuses on innovation strategies. The problems of the world are not solved by single disciplines, but by multi-disciplinary teams. Today's workplace and the research and development approaches in both the public and private sectors recognize this evolution. Our students have recognized this complexity – consider their efforts to add majors, co-majors and minors. To address these opportunities, we offer the following recommendations:

Recommendation #1: We recommend that Miami enhance and revise the current University Honors program to become an exceptional and more selective Honors College on the Oxford campus. We propose an Honors College Planning Committee composed of divisional representatives, honors program leadership, a representative from Enrollment Management and Student Success, current honors students and residence life staff, appointed by the president to develop an implementation plan. We also propose that advising and support for National Fellowships be integrated with honors administration.

As a university with a reputation for excellence in undergraduate education, Miami has a long history of attracting undergraduate students who are high-ability learners. Successfully recruiting these students has a number of important benefits, including elevating Miami's national reputation, improving recruitment, increasing the intellectual climate and attracting strong faculty who enjoy being challenged by talented students.

The competition for high-ability students has become increasingly fierce. Many peer institutions already have their own honors colleges. Development of an Honors College should not be done on its own, separate from other needs. Miami's Honors College should create a strategy to attract a diverse group of high-ability students, other "honors/scholars" programs should be evaluated and coordinated, and advising for fellowships should be supported. We can build on our strength in honors programming to create an Honors College on the Oxford campus and associated programs that support selectivity, diversity and equity. This planning process should include ideas for developing an appropriate format for an honors experience on the regional campuses.

Recommendation #2: We recommend that Miami develop new strategies to enhance interdisciplinary and cross-unit collaborations. The strategies should facilitate cross-unit curriculum design, encourage joint appointments, create a structure for innovative programs and earmark some portion of faculty leaves for cross-unit activity.

One of the biggest challenges in any large university is organizational structure. We are organized by department and division, allowing experts to hire and review peers, common language for curriculum development and shared research interests. However, the structure also leaves Miami primarily organized in single-discipline departments, when the world is organized around collaborations and partnerships. The Strategic Planning Committee struggled with the question: How can we promote and encourage cross-unit collaborations?

- The universities and students of the future will be more integrative and interdisciplinary. Many of our students are already creating their own cross-cutting programs. Collaborations such as the recent new BA and BS degrees in public health provide examples of programs that are leveraging cross-unit strengths. A more flexible degree structure could include a major that is constituted of at least 50% core in a skill or competency, with the remainder of the major offering a related area or application of the skill. Additional applications (tracks/concentrations) could then be added without having to create a new degree, allowing for more nimble development to respond to changing demand. An example of this approach is the new BA in data analytics, a degree with advanced concentrations that can span all divisions as needs and interests evolve.
- Difficulties in creating and sustaining faculty joint appointments are a major obstacle to interdisciplinary research and teaching. Deans and the provost may be well-positioned to identify promising opportunities for joint appointments and should devote some portion of new hiring to those positions, including temporary joint appointments. For example, health economists (ECO) and biostatisticians (STA) would be natural candidates for joint appointments in a division that includes a health focus. In today's complex environment, the use of joint appointments is becoming a critical strategy to enhance interdisciplinary teaching and research. Miami's resistance to this model is a barrier to our efforts to advance in this area.
- Miami should create an umbrella instructional and research "discovery or innovation lab" to enable more rapid response to student demand and as a space for testing new ideas. Faculty could be assigned temporarily (three to five years) with a focus on a particular program or curriculum initiative. The Humanities Center provides a possible model for creation of the umbrella structure, an opportunity to refine proof-of-concept

with low risk and low expense at the beginning. Depending upon the outcomes of the “lab” phase, next steps for promising ideas might include expanding into a co-major or minor or moving into a department as a full major.

- Some research leaves should be redirected to faculty who commit to working on an innovative, interdisciplinary or cross-unit academic program or co-curricular academic structure based in a residence hall.

Recommendation #3: We recommend that Miami develop areas of specialization and interdisciplinary collaboration that capitalize on our diverse forms of research, cross disciplinary boundaries and promote collaboration. We propose that Miami complete a comprehensive review of centers and institutes, identify those that focus on research and scholarship and have these centers report to the Office for the Advancement of Research and Scholarship (OARS) – specifically the associate provost for research – to promote interdisciplinary collaboration.

A key step in strengthening Miami’s research profile is to develop specific areas of specialization that reflect the expertise of Miami faculty and involve undergraduate students. These areas can use existing centers and institutes, opportunities created by Boldly Creative initiatives and efforts that support interdisciplinary research.

We also suggest exploring other support opportunities including:

- Mechanisms to support groups of faculty organized around a central issue with the goal of producing a deliverable such as data acquisition or grant writing.
- Development of new PhD programs (based on the graduate program review in recommendation #20) that support niche areas of interdisciplinary research and have high potential for increasing external funding.
- Identification of societal challenges that could be addressed through multi-disciplinary collaboration.

Recommendation #4: We recommend that Miami University develop and implement a plan to become the premier destination for developing and disseminating innovations in teaching and learning that catalyze student success.

Miami's national reputation emphasizes excellence in undergraduate teaching and learning and a significant return on investment for the student. This recommendation leverages current strengths and envisions strategic investments to further improve student success while positioning Miami as the standard bearer for advancing and disseminating knowledge of effective pedagogy and student learning in the disciplines.

A hallmark of the Miami faculty is the teacher-scholar identity, and the scholarship of teaching and learning has long been an essential element of the faculty learning communities run by the Center for Teaching Excellence. Faculty who conduct research on the cognitive and social dimensions of teaching and learning span multiple departments. This research transcends the "scholarship of teaching and learning" and its focus on reflective practice to investigate how people learn the concepts, values, practices and ways of knowing within a discipline. Research on cognition and effective pedagogy could be strengthened by cross-cutting initiatives and partnerships with such existing initiatives as the Center for Teaching Excellence and Lilly Conference, the Miami Regionals Center for Teaching and Learning and the Howe Center for Writing Excellence.

Recommendation #5: We recommend Miami develop a mechanism for experimentation using a curricular innovation lab. The president should task the provost's office and the university registrar to develop a process to create experimental curriculum. We recognize that barriers do exist to such an approach, but we believe Miami can create a solution by making this an organizational priority.

A challenge to revising curriculum is the impact on academic programs. Innovation is difficult because changes can impact a student's ability to meet university requirements. Miami should explore the concept of the "sandbox," an experimental model that allows academic units to beta-test versions. Assuming assessment and approval processes are put in place to monitor these models, faculty would be encouraged to innovate and the best ideas could be adopted more broadly. The curriculum will be more nimble and a process for experimentation will help

ensure continuous innovation, improve faculty engagement in the process and ultimately strengthen the relevancy of the curriculum.

Recommendation #6: We recommend that Miami develop a strategy to reinvigorate the partnership between academics and the residential experience. We should review and enhance the student life experience with a focus on campus living, off-campus connections, the town-gown relationship and reimagining and updating the living-learning community structure on campus. We propose a student life, faculty and student advising committee appointed by the president to develop a plan for improvement.

Miami has long promoted a transformational student experience as a strength of the university. Many of our graduates reflect fondly on their experiences with faculty both inside and outside the classroom; opportunities to pursue their own interests through co-curricular activities, independent projects or off-campus study; and so many other experiences that made their time at Miami meaningful and memorable. Miami has always attracted engaged students in search of diverse, challenging experiences as well as faculty committed to teaching and to making a difference in the lives of their students.

The student experience remains a strength at Miami. However, competitor schools now match the student experiences we promote. A decentralized operational model has likely created silos between students' curricular and co-curricular experiences. Increasingly, faculty are not incentivized to engage with students outside the classroom in their promotion criteria or in the assignment of workload. Our students increasingly demand a more customized academic experience that combines the academic and co-curricular components of our educational model at a time when our efforts are becoming less integrated.

Miami Oxford's campus is "all-in" as a residential campus, and we need to ensure that the experience is value-added for our students. Miami created the living-learning communities (LLCs) and we were at the forefront in this area a decade ago. Can we lead the way again? We must shift the questions about our location as a liability and instead embrace Oxford as a college town and Miami as a campus where living and learning intersect to create a seamless and cohesive learning experience – 24/7, four-year, immersive and transformative.

The above-mentioned committee should propose strategies for better integrating curricular, co-curricular and career experiences, explore mechanisms for implementation and envision programs that would set Miami apart from its peers. We note that a current project is exploring this question, and the committee should build on this work.

This committee should also take steps to bring to fruition Miami's goal to be a leading health and wellness community. It should enhance and support all comprehensive, collaborative initiatives that bring together faculty, staff and students to address alcohol and drug misuse, sexual assault and interpersonal violence, and mental and physical health within the Miami/Oxford community.

The effort should leverage current co-curricular and academic partnerships and examine ways to highlight and acknowledge faculty and staff for engaging with students outside the classroom. Miami should strengthen the LLCs by better connecting them to the academic experience and to faculty through incentivizing faculty engagement. Tactics could include a stronger social network integration of the first-year and second-year experience, better connections between the living and learning experience for off-campus students and a co-curricular portfolio.

A strength of the Miami experience is that students already participate actively in student organizations (often in leadership positions), pursue off-campus study abroad and internship experiences, engage in undergraduate research and are involved in numerous activities that build on their curricular experience. A proposal to define in more detail how these attributes could be completed and tracked is currently underway.

Recommendation #7: We recommend that Miami redesign student advising to ensure that students are getting state-of-the-art academic advising that provides value, empowers success, ensures effective communication across units and leverages modern data analytics. The revision should clarify and clearly articulate the roles and coordination of residence life, professional advisors, chief departmental advisors and faculty advisors. We recommend the president appoint this committee to develop a revised student advising system that would distinguish Miami from peer and aspirational institutions. This committee should be composed of professional advisors, faculty, Student Life staff, students and a representative from Enrollment Management & Student Success.

Our current system of advising is too often disconnected. Gaps between curricular, co-curricular and career-preparation advising have been identified, and there was some concern that this has been heightened by the shift away from first-year advisors in the residence halls. A more integrated advising system could enhance students' sense of engagement in the college experience and thus improve retention. The current approach and effectiveness vary dramatically by division. Some divisions have a staff of advisors, while others rely on faculty as primary advisors and some have a combination. Faculty have varying levels of skill and experience in advising outside the academic realm.

The committee should:

- Evaluate the approach now being implemented.
- Develop metrics for assessing benefits and costs of a revised system.
- Examine implications of a professionalized system for the delivery of UNV101 content, summer orientation, the Center for Career Exploration & Success, the honors program and other advising entities that function independently in the current system.

Miami will invest in proactive solutions.

Through our review process, the Strategic Planning Committee identified a series of recommendations that require additional institutional investment. In each of these areas, we believe the investment will result in both quality and financial improvements for Miami. In some areas, such as support for Miami's research infrastructure, our institutional investment lags behind peer universities, and improvements are essential if plan goals are to be achieved. Miami has been praised for careful monitoring of expenditures. While we applaud such an approach, it systematically limits our investment in program development.

Recommendation #8: We recommend that Miami increase institutional investment to enhance research and scholarship, developing targeted initiatives to strengthen a culture of research, including research infrastructure. Working with the provost, the associate provost for research should develop a plan to increase institutional financial investment in research (e.g., increase staffing in OARS) to compete for more external funding. We should centralize research infrastructure for better coordination of activities related to external research.

Across divisions, we have faculty at the forefront of cutting-edge research in their fields, including those who engage in diverse forms of research and creative output, enhancing the possible avenues for interdisciplinary collaborations. Additionally, we have Miami undergraduate and graduate students who are talented and highly motivated to engage in research. Despite these strengths, there are roadblocks that make it challenging to engage in research at Miami. Our major area of weakness is limited resources devoted to research, including the lack of dedicated research space, the need for increased Office for the Advancement of Research and Scholarship staffing and the need for clearly articulated course buy-out provisions. Despite having faculty highly engaged in research, we lack an institutional culture of research that is ingrained across divisions and levels of faculty. Faculty members have expressed that substantially more institutional resources are devoted toward the teacher in the teacher-scholar model, incentivizing teaching over research. For example, faculty with external funding cannot take salary from externally funded grants during January term because they are considered under contract, but faculty can be compensated for extra teaching during that time period. Substantial teaching, advising and service responsibilities also make it challenging for research-active faculty to devote time to research and scholarship.

Our current infrastructure includes limited staffing for proposal submission and post-award support, limited PhD programs and lack of integration of research and funding-related activities. These limitations make it challenging to submit proposals for external funding and to administer successful grants.

Recommendation #9: We recommend that Miami improve its approach to incentivizing faculty engagement in externally funded research where relevant and ensure that departments and/or divisions enforce clear criteria for measuring research productivity in the allocation of workload.

Research and scholarship are vital to Miami's reputation and its ability to attract and retain high-quality faculty. Although we view external funding as important, we also recognize that departments without external funding are doing important research that is valuable to the university. Nevertheless, the university would benefit if more researchers would seek and receive external funding when it is available. To this end:

- Faculty engagement in externally funded research should be more clearly specified in promotion and tenure criteria.
- Faculty mentoring programs need to be more fully developed, and the overall research culture needs to be enhanced and supported.
- Faculty workload needs to be formally addressed. Many departments do not actually implement a differential workload policy that incentivizes external funding. To measure research productivity, the review process should occur on a regularly scheduled basis and departmental workload policies need to be better defined and implemented.

Recommendation #10: We recommend that Miami improve its approach to how faculty resources are allocated to optimize the alignment of resources with strategic initiatives.

One of the most difficult issues that any university faces is how to best use its personnel. The importance of tenure dates back to the dawn of university systems, guaranteeing a free academic voice deemed critical for a free society. Our committee reinforces the importance of the concept, yet recognizes the challenge of how to balance this important principle with the

need to respond to market changes and student demand. Using teaching and clinical faculty have been one strategy used to address this challenge. The approach attempts to preserve the principles of tenure while providing Miami with workforce flexibility. Given the changes in the economy and higher education, this tension is likely to increase. Miami should take steps to ensure that the dialogue and planning necessary to create the proper balance remain at the forefront of the planning process.

We recommend the improved approach include:

- Aligning academic hiring plans with strategic priorities in order to reallocate resources to targeted areas of expertise. Consider “cluster” hires across disciplines to foster interdisciplinary teaching and research.
- Enhancing faculty contributions through required, purposeful professional development. Provide opportunities for faculty to retool as changes occur in the curriculum and in disciplines.
- Training and empowering department chairs to make difficult decisions that impact the financial viability of their programs. Changing policies to create a more agile faculty workforce will require department chairs to act upon those policies.
- Providing instruments for data-informed decision making and training chairs to use them effectively.
- Identifying faculty through succession planning as potential department chairs, then training or mentoring them to ensure success.
- Developing multiple measures for evaluation of chairs to provide a more balanced assessment of performance.

Recommendation #11: We recommend that Miami increase and coordinate student retention efforts with technology and effective intervention strategies. We should leverage predictive analytics to direct and implement early targeted interventions based on best practices, creating a culture of data-informed intervention and support.

On the Oxford campus, each one percentage point increase in retention generates approximately \$500,000 in net tuition revenue (per cohort, per year, for a class of 3,900 students with 39% non-residents). Our first-to-second year retention rate in 2017 was 92% in

Oxford. On the Middletown campus, first-year retention rates remained steady at 68.6% for the 2017 cohort, while first-year retention rates in 2017 on the Hamilton campus were 72.4%. While we aspire to improve our first-year retention rates, we need to recognize that even maintaining current retention rates is a growing challenge.

Miami has invested significantly in acquiring industry-leading student success tools from Civitas and EAB. Miami has initiated efforts to identify and engage those students identified through these tools as most at risk of not persisting and graduating. Enhancing these tools and their application will engage students with the goal of improving student persistence and satisfaction, leading to increased academic success.

Recommendation #12: We recommend that Miami prioritize scholarships as the top goal of endowment growth in order to reduce dependence on undergraduate tuition, particularly scholarships that can be used to recruit the incoming class as the highest priority advancement initiative.

Scholarships provide a direct benefit to our students, reduce our discount rate and lessen the draw on the operating budget. As states continue to face resource demands from an array of areas such as health and long-term services, K-12 education and infrastructure support, small increases to the higher education budget seem the norm. The top universities in the nation have used student scholarships as a way to support the institution without shifting the burden of reductions in state tuition support directly to students and their families. Miami has development needs in a wide array of areas, but we believe it is critical at this juncture that the bulk of development activities be targeted to scholarships. To achieve success in this area, a substantial increase in the size of the endowment targeted toward scholarships will be necessary.

Recommendation #13: We recommend that Miami provide the necessary resources to ensure that our students have the opportunity to study abroad or study away during their years at the university. Miami should task Global Initiatives and Advancement with generating the necessary resources to support this recommendation.

Miami has become a national leader in providing students with the opportunity to study abroad or away. As we prepare students to participate in a global society, these experiences away from our region are critical in developing intercultural skills. However, these experiences are also expensive and too often beyond the reach of many students and their families already struggling to afford a college education. As we strive for diversity, Miami must ensure that all students, regardless of income, will be able to take advantage of this study option.

Recommendation #14: We recommend that Miami strengthen its relationship with the city of Oxford. Miami and Oxford should develop a plan that will ensure a fruitful partnership.

It is critical that Miami and the city of Oxford engage in a productive partnership. Miami and Oxford depend on each other to support students' residential experience. We see great potential for development and other activities that can showcase Oxford as a destination. To enhance the quality of life for all members of the Miami community – students, faculty, staff and area residents – we recommend a plan be developed to facilitate the identification, exchange and pursuit of mutually beneficial opportunities and activities to jointly enhance the Miami and Oxford communities.

There are many town-gown coordinating groups that currently exist, but they do not appear to be well-positioned or they lack the authority to address specific operational areas including business communication, off-campus living and promotional efforts. Goals and areas of enhancement should include: securing a vibrant local economy that meets the needs of students, year-round residents and visitors in a dynamic world, encouraging community members and Miami students in community service efforts to help those most in need, leveraging our recent Town-Gown Association award to promote a healthy community, and advancing sustainability. Together, these goals would create meaningful progress toward making Miami and Oxford the healthiest, most sustainable college community in the nation.

Recommendation #15: We recommend that Miami continue its efforts as a leader in environmental sustainability. We support the work of the existing Sustainability Committee and suggest that its report be reviewed by the newly created ongoing Strategic Planning Committee (See Recommendation #24.) to ensure alignment with the overall university strategic plan.

Previous initiatives, including the Strategic Priorities Task Force in 2010, identified strategies that have helped to position Miami as a leader in environmental sustainability. In addition to the moral imperative to prioritize these initiatives, there are real long-term benefits to the bottom line in identifying and adopting environmentally responsible strategies. Currently, the Sustainability Committee is tasked with presenting a sustainability report by June 2019.

**We will invigorate our process and culture
to clear pathways for creative solutions.**

The engaged student learner has been the foundation of our academic philosophy at Miami. But today, many universities have adopted a similar approach. We must clearly distinguish what a Miami education can offer today's students to differentiate their Miami experience and actively communicate this to our target audiences. We must run on parallel tracks, building on our strengths while responding to student demand as our academic programs evolve. To better serve our students, we will:

- Make a Miami education more flexible, more multi-disciplinary and cross-disciplinary, more problem-based and more integrative.
- Ensure that our academic offerings are responsive to the needs of today's students.
- Build upon and enhance our core strength in liberal arts education.
- Generate new and exciting opportunities for academic excellence.
- Enhance the development of select new programs in areas of growing student interest.
- Right-size the existing curriculum to generate resources and institutional will for innovative academic programs.

To accomplish our goals in this area, we propose the following recommendations.

Recommendation #16: We recommend that Miami reorganize its academic structure to incentivize interdisciplinary collaboration and create synergies between departments and divisions. We propose the president appoint a committee in the summer of 2019 to develop a reorganization plan, including design, process, cost and timeline for an improved structure to achieve strategic plan goals.

The basic divisional and departmental configuration of Miami has not changed much in the past 50 years – but the world around us has changed. The challenges that we now face suggest that structural changes are necessary to thrive in our third century.

Reorganizing divisions and departments comes with costs. In order for any reorganization to be worth it, the new structure must facilitate Miami's larger strategic goals, provide a distinct advantage compared to the current structure and be financially sustainable. Any new structure must focus our resources strategically, increasing our visibility while enabling us to be nimble and responsive to changing environments. Our biggest challenge involves creating an interdisciplinary environment that recognizes the need for both disciplinary depth and cross-discipline breadth.

Miami is developing new programs in health sciences and in data and information sciences. Creating an Honors College (*See Recommendation #1.*) will affect institutional structure as well. These examples illustrate the need to align our academic structures to respond to a changing landscape. Any new academic structure should meet the following criteria:

- **Process.** Any reorganization must prioritize large-scale change; our current policies are written for small-scale incremental change. The process must include all stakeholders.
- **Collaboration.** The new configuration should facilitate research and teaching among multiple disciplines and open new possibilities for students, faculty, outside partners and donors.
- **The right size.** Any new or newly structured divisions should rest on a viable financial base, be of sufficient size and complexity to constitute a full division, while remaining small enough to clearly focus on a coherent shared vision.
- **Leadership.** Recruiting, mentoring and accountability systems for chairs and deans should be strengthened to ensure visionary, constructive leadership.
- **Student success.** The new structure should clearly define student pathways to graduation.

- **Finances.** New structures should improve the financial position of the university, either through efficiencies, increased access to external funding or attracting new students.
- **Holistic.** There should be a realistic plan for divisions or departments that might be “left behind” when a unit is disbanding, ensuring all faculty can continue to thrive and contribute to Miami’s success.
- **Divisional curriculum.** Any restructuring should identify and address consequences that may result from shifts in divisional curricular requirements.
- **Innovation and entrepreneurship.** These are key elements that extend across all divisions. These values should permeate and anchor all programs, not be warehoused into a single unit that becomes another silo.
- **Faculty composition.** The faculty should align with individual program needs, adding more divisional flexibility and control. For example, the proportion of teaching or clinical faculty currently is limited by Senate rule.

Recommendation #17: We recommend transforming the Global Miami Plan to better prepare students for success. We propose that the provost create a committee with broad representation to engage in a comprehensive review of the Miami Plan and recommend revisions. (This process should be in addition to the ongoing work of the Liberal Education Council.)

While acknowledging the important contributions of the Global Miami Plan to the education of our students, the committee received consistent feedback that Miami’s general education core is no longer particularly innovative or included among national best practices. Many elite universities have a strong focus on their core that brands them. We have been known for our liberal arts education core, but our review finds that our approach no longer differentiates Miami. In a recent report by the American Council of Trustees and Alumni (ACTA), Miami’s liberal education program received a grade of “C.” More importantly, feedback from students suggests that the Miami Plan is not viewed as a distinguishing feature of their Miami education or a reason for attending Miami. We must transform the Miami Plan to be more innovative and impactful, with more distinguishing characteristics and fewer requirements to simply check boxes.

We suggest that the committee take the following steps:

- **Review best practices to ensure that we examine all options, and revisit reports from the previous review committee.** Although positive changes came from the recent Miami Plan revision (advanced writing, experiential learning, etc.), a more transformational revision is needed to meet the needs of a constantly changing world.
- **Simplify the plan.** The Miami Plan Foundation course list (27+ credit hours) may be too extensive and disconnected, and is often perceived by students as a continuation of the traditional distribution model. There are too many categories, too many approved courses in each category and possibly too many core competencies. A simplification of core requirements would give students more opportunities to customize their education, produce financial efficiencies and reduce time to degree as mandated by the state.
- **Remove the thematic sequence (TS) requirement. Consider other ways to encourage or require a secondary area of breadth or expertise beyond the major.** There is benefit in developing secondary expertise outside the major and providing students a credential that furthers their careers. However, a great many students now meet the TS requirement with a second degree or a minor, and many thematic sequences already are anchored in a single discipline (such as a minor).
- **Ensure students have an in-depth experience in at least one of the areas described below, where Miami already has demonstrated success.** Given our track record in the areas listed below, we suggest that our Miami Plan include an opportunity for students to develop a recognized track record in at least one of these areas. Demonstrated expertise could be achieved through a combination of core Miami Plan courses, experiential learning, independent studies, special programs and courses meeting major requirements. Miami should be known for producing students who have core training in at least one of these subject areas:
 - Undergraduate research
 - Leadership and teamwork
 - Communication (writing, speaking)
 - Entrepreneurial thinking
 - Cultural competency in a diverse world
- **Prioritize cross-disciplinary and project-based learning.** Much emphasis has been placed on the value of cross-disciplinary, project-based “horizontal” learning that connects students across disciplines, and with collaborators outside the university, in solving complex “big idea” problems. Both the thematic and capstone requirement in

the current Miami Plan support this in concept, but neither really does a good job of incentivizing this type of learning experience outside the student's major, since many thematic sequences and capstones are within the major and often double-dip for major requirements. Such a requirement in the core also could connect Miami students to the university initiatives (research, leadership, entrepreneurial thinking, cultural competency and communication) discussed above.

Recommendation #18: We recommend redesigning the current process for curriculum review in order to make it more flexible, efficient and responsive. To address these challenges, we propose that Miami create a new standing committee charged with providing curricular vision and vetting all proposals for new programs and significant program revisions.

One of Miami's current challenges is the absence of a partnership between the academic departments that create curriculum and the administrative units such as Enrollment Management and Student Success that hear directly from students about interest and demand, and Career Services that connects to the needs of employers. In addition, the process for development, revision and deletion of programs and courses is cumbersome. Despite an extended process, rarely does the review end in program denial or major modifications.

To ensure input from all stakeholders, we recommend the standing committee include faculty, divisional leadership, Enrollment Management & Student Success, Office of Institutional Research, Finance & Business Services and University Communications & Marketing. It would review proposed new programs and significant program revisions with a focus on university-wide benefits, efficiencies, competitive advantage and potential markets. This review would be completed before development of a detailed proposal for new curriculum that would continue to require University Senate approval. This committee should replace the Council on Undergraduate Curriculum and also coordinate with the Boldly Creative proposal initiative for new programs. We further suggest that the process for minor changes to curriculum be streamlined and approved at lower levels of review.

Recommendation #19: We recommend a one-time comprehensive review of all undergraduate majors. We propose a committee appointed by the provost to oversee this review, with subcommittees organized by broad subject areas to include field expertise. We do not recommend a review of minors, co-majors or individual courses at this time, as they are covered by existing sun-setting provisions and such a review would be inordinately time-consuming.

In order to grow strategically, resources must be reallocated. While a rich and varied curriculum benefits students and helps draw a diverse student body to Miami, the committee believes that a reduction in the number of undergraduate majors is appropriate. Miami has 138 undergraduate majors (as counted in the list of bachelor's degree majors in the 2018-19 Bulletin). We do not have the luxury and financial capacity to be all things to all people.

This review must be transparent and implemented in consultation with key stakeholders including faculty, Enrollment Management & Student Success and community partners. Programs should be grouped by broad subject area and reviewed as a grouping. A triage approach is anticipated, where programs or areas that appear to be misaligned with the criteria below receive a more extensive or accelerated review.

The criteria for this review should include:

- Alignment with Miami University's core mission, including cultivating a culture of inclusive excellence.
- Demonstrated high quality, as measured by faculty research and scholarship, levels and types of high-impact practices and participation of external stakeholders.
- Contribution to undergraduate research experiences and opportunities.
- Contribution to external funding.
- Contribution to the greater community – including our Miami environment, local, state, national and international.
- Documented student demand that includes actual and projected enrollments. Destination majors and programs that attract high-achieving students to Miami are particularly important in the current competitive higher education landscape.
- Uniqueness at Miami. In cases of significant similarity, those programs will be reviewed together within a subject area, and consolidation considered.

- Clearly articulated and realized student outcomes. Are students successful in pursuing their next step beyond graduation, including additional training, the first job or a career opportunity?
- Actual budget impact. Simply stated, curriculum has costs. These costs should be articulated. Calculated per-student costs for each program should take into account actual faculty salaries, space, facilities, support staff, graduate assistantships (if they impact the undergraduate program), class sizes and curriculum sharing with other programs.

Recommendation #20: We recommend a one-time comprehensive review of graduate programs. We propose a separate committee be appointed by the provost to complete this review, evaluating existing graduate programs and considering reallocation of existing assistantships.

At the graduate level, Miami supports a large number of small master's programs and should prioritize a better mix of those supported by the university and those that generate revenue. The review should focus on the same criteria used for undergraduate programs (See *Recommendation #19.*), plus the following additional criteria:

- Does the existence of the program improve the undergraduate program? Do graduate students assist with undergraduate research? Do high-performing undergraduates enroll in some of the graduate courses? Does the existence of the graduate program enhance undergraduate student recruitment or undergraduate student opportunities in other ways?
- What is the effect of the graduate program on faculty research productivity, particularly through external funding or publications?
- What is the net cost of the program, taking into account external funding, graduate assistantships, contribution to teaching and opportunity costs for faculty?

Recommendation #21: We recommend that Miami create a master plan for e-learning that carefully articulates university policy, divisional responsibilities, target audiences and overall leadership – building on the leadership role taken by the College of Liberal Arts & Applied Science. This master planning process should evaluate the benefits and costs of a new administrative structure for Miami's e-learning efforts.

E-learning curricular options should enhance the quality of existing programs and expand Miami's reach and audience in strategically selected areas, particularly those critical to workforce development. Online-only education is a promising space for the development of professional certificates that in some areas can stack into a master's degree. At the undergraduate level, programs for online or hybrid development should be carefully selected to complement, not compete with, the residential face-to-face experience. It is critical that Miami have a comprehensive online strategy, one that balances the growth in online course offerings, especially on the regional campuses, with the significant investment in the residential experience on the Oxford campus.

As part of the e-learning strategy, Miami should develop an array of lifelong learning opportunities for alumni and working professionals. Such efforts require an alternative organizational structure, resources for administration and marketing, infrastructure support and a recognition that such programs require an investment of university resources.

Recommendation #22: We recommend that Miami launch a systematic plan, led by the provost's office in conjunction with divisions, to diversify revenue streams by developing additional educational experiences such as professional graduate degrees and certificates, specialized workshops and training opportunities. The plan should include expansion into additional areas that could tap into Miami's extensive alumni network.

Because of Miami's emphasis on undergraduate education, our location and our value placed on direct faculty involvement with students, Miami – particularly on the Oxford campus – has remained focused on our long-standing traditional student target population. Given some of our areas of expertise and the development of the online market, there could be select areas of the graduate and certificate market that would be a good resource investment, as would

educational activities that target our alumni. Activities could include professional graduate programs, certificates, continuing education and micro-credentials for workforce development. Miami could also explore exam prep services. However, such an investment requires both a university strategy and a shift in our approach. Miami currently serves undergraduate students in the traditional classroom model, and our existing processes mirror this focus. For any plan for additional graduate degrees and certificates to succeed, we must shift our mindset to resolve issues such as the application process, university calendar, fee structure, startup investment, marketing budget and faculty compensation.

Recommendation #23: We recommend that Miami revise program review goals and processes to align with the strategic plan. We propose that the current program review approach be suspended and that a new process be developed after the proposed reorganization and curricular reviews are completed.

Miami's program review process was originally developed as part of an effort to reduce the number of programs or majors. Over time, it was modified to become a process to help departments improve, with the most recent iteration focusing heavily on strategic planning. Although this shift has been useful, the goals of program review remain unclear. To the departments participating in program review, the process still feels like resource allocation is the primary goal, and the program review document is crafted accordingly. Consequently, the program review process and documents have been criticized for not being closely tied to departmental or divisional improvement actions. A revised program review should be a more holistic process in alignment with national best practices that also acknowledges requirements of the Higher Learning Commission (HLC).

Miami will act decisively to *implement* the reforms envisioned in this plan.

Expectations of strategic planning have changed. Given the dynamic nature of higher education, it is no longer viable to develop a formal 5-10 year strategic plan that can be followed in lock-step. Plans are now ideas that require continual updating and adjustment. The vision and goals remain critical, but tactics evolve much more rapidly in today's environment. To this end, it will be critical that the entire Miami community is committed to implementation of this plan. The recommendations in this section are designed to move Miami forward in its efforts to ensure plan success.

Recommendation #24: We recommend formation of an ongoing Strategic Planning Committee to monitor and coordinate plan actions and to update strategic efforts based on implementation experience and internal and external environmental developments. We propose that the president appoint a committee in the summer of 2019. We also suggest staggered three-year terms by members representing faculty and staff from across campuses to ensure a productive committee.

Some have argued that strategic planning as a concept should be replaced by strategic thinking, because a static five-year plan is no longer viable. Regardless of perspective, what is clear is that the plan is a living document that has to be monitored, coordinated, adapted and modified on an ongoing basis. We believe a standing Strategic Planning Committee that reports to the president and provost is critical. We propose that the ongoing Strategic Planning Committee include members who would also serve as co-chairs or members of key committees recommended throughout this plan. Coordination and communication between committees is essential to minimize disruption and maximize efforts through large-scale transformation.

We observe a common theme across the various recommendations in this report. Our current decision-making processes are too often decentralized and disconnected, and it will be important moving forward to rethink our strategic planning as a process that can make these connections in real time. For example, as curriculum and organizational structure are revised, this will have an immediate impact on facilities decisions. As we seek to create a transformational experience for students, it will be important to strengthen the connection between academic and co-curricular decision-making. A standing Strategic Planning Committee can help to make these connections while also providing strategic direction for the university.

Recommendation #25: We recommend that Miami establish a Diversity, Equity and Inclusion (DEI) Leadership Committee with primary responsibility to oversee diversity, equity and inclusion policy, programming and evaluation across the university. The DEI would report directly to the president; we propose that it replace the existing Council on Diversity and Inclusion (CODI).

Diversity, equity and inclusion are core values of Miami. We have invested significant time and effort to identify, critique and emphasize change in the climate on our campuses. However, there has not been a holistic approach to move the university community effectively and efficiently from recommendation to policy to coordinated action to actual climate changes that matter in everyday experiences.

One reason for our limited progress is that there is no central committee structured or empowered to effectively evaluate and respond to inequities and oversights in policy and practice across the university. The membership and structure of CODI are not designed to implement DEI audits, to establish necessary DEI trainings or to evaluate the progress on DEI initiatives.

The proposed DEI Committee should include representatives from each of the current six academic divisions, students and classified staff, as well as members from Enrollment Management & Student Success, Finance & Business Services, Athletics, the President's Office, Libraries, Student Life, Advancement and Information Technology.

The committee's attention should be directed to key policy and practice issues that need immediate attention, including but not limited to:

- Completing diversity, equity and inclusion audits of key policy and practice.
- Deciding on a coordinated approach to diversity, equity and inclusion that will guide the development of primary goals and metrics.
- Tracking diversity, equity and inclusion outcomes over time to celebrate success and to highlight areas for improvement.
- Investigating diversity, equity and inclusion training options and making recommendations where needed.
- Implementing a process for reflective evaluation by all divisions and units and for evaluating the effectiveness of all diversity, equity and inclusion-specific programming.

- Establishing a clearinghouse of best practices compiled across academic divisions and campus units.
- Providing timely feedback on unresolved recommendations, ongoing diversity, equity and inclusion issues, and progress to the campus community.

Recommendation #26: We recommend that Miami coordinate and align facility planning with the overall strategic plan.

As Miami implements its strategic planning efforts, there will be long-term impacts on the use of and need for academic buildings. Whether it be the development of new academic programs, such as those now under consideration in the Boldly Creative initiative, or changes that occur as a result of departmental or divisional realignment, facility and strategic planning activities must be aligned.

We recommend that a facility master plan be developed in concert with the strategic plan and be made public to constituents. The facility master plan should reflect the strategic plan's recommendations (especially #16 – Reorganization of Academic Structure), address and prioritize both new and renovation projects, and be updated on a regular basis to reflect changes to the strategic plan.

We also recommend that a revised process be developed for planning and approval of facilities work, specifically the creation of a central and strategic Facilities Committee with appropriate representation from constituent groups. Facility planning should reflect the needs associated with curricular and co-curricular innovations. We observe that the current review process is fragmented and typically decentralized. Current review committees (e.g. Space Utilization Group, Campus Planning Committee) are typically more reactive than proactive. A more comprehensive and strategic planning process would be managed by Physical Facilities, but closely coordinated with efforts of the proposed Facilities Committee.

Recommendation #27: We recommend that Miami improve its system for managing resources to enable agile, strategic investment in growing and high-demand programs using data to inform assessment and decision-making processes. Dashboards that demonstrate progress in both academic and administrative performance should be regularly distributed to the university community.

The guiding principles for future funding decisions should use the following criteria:

- All activity must be strategically aligned.
- Quality outcomes must guide all programming and services.
- Processes and programs must demonstrate agility and responsiveness to demand and societal needs.
- Productivity and efficiency must be enabled through continuous improvement.
- Data should inform all assessment and decisions regarding resource allocation.
- Miami should leverage technology to reduce low-enrolled or under-enrolled course sections and maximize instructional productivity.

To implement improvements, we propose that Miami:

- Explore technologies that maximize enrollment and minimize empty seats by asking students to indicate demand, followed by departments creating a schedule to respond to that demand, and then assigning students to class times.
- Monitor the financial performance of each academic division during 2019-20 through the transition from the original implementation of responsibility centered management (RCM) to the new budget model to (1) review this transition, (2) identify mechanisms to proactively preclude the risks of an RCM budget model, and (3) recommend adjustments to the new model that are aligned with the final report emerging from the Strategic Planning Committee.
- Measure and evaluate the productivity of auxiliary and administrative units, including the quality of their services. Use a benchmarking consortium and technology platform to enable this evaluation.
- Include Intercollegiate Athletics and other auxiliaries as active participants in the budget reallocation process, focusing on productivity contributions from the staff and operating

budgets for select units. The daily health, safety and well-being of student-athletes must not be compromised. ICA should look to strategically enhance revenue opportunities while reducing expenses.

Recommendation #28: We recommend that Miami develop a strategic enrollment management plan to achieve specific, measurable short-term and long-term enrollment targets for the quality and diversity of the incoming class – with particular attention to net tuition revenue. The plan should include a strategy for sustainable tuition discounting and prioritize net tuition revenue while Miami works to diversify revenue. It should prioritize university targets for quality and diversity over specific enrollment goals for academic units, manage resources to achieve these priorities and communicate the priorities to the university community.

Each year, we strive to improve the quality (ACT, curricular strength, etc.) and diversity (under-represented minorities, first-generation students, students from low socioeconomic backgrounds) of the incoming class. We examine the size and composition of the incoming class by considering the scholarship spending necessary to generate the class, the percentage of non-resident students and the resulting net tuition revenue. The interdependence of these elements – quality, diversity, net tuition revenue – presents a significant challenge. Miami's scholarship budget increased 59% from 2014-15 to 2018-19. **This rate of growth is unsustainable.** Our brand – how well we are known and what we are known for – impacts all three elements. A strong Miami brand can help lower our discount rate on quality and perhaps on diversity because the brand will carry us forward. There are competing aspirations and difficult choices to be made, but it is imperative to set priorities.

Recommendation #29: We recommend that Miami clearly define and aggressively market our brand as closely coupled with student success and the dedication of talented faculty and staff.

A common theme heard throughout the planning process was that Miami could do an even better job of telling our story of student and faculty success. With more than 40% of our students from outside of Ohio, there is widespread knowledge about Miami. But a consistent

message could facilitate progress toward the university's strategic goals. The message should emphasize the value of the Miami experience. There is a place in the higher education market for a strong liberal arts education featuring a four-year plan for intentional entry into careers.

Miami should prioritize transparency about student success outcomes through marketing and websites. For example, career placement data for every major should be readily available and consistently located on department websites for prospective students and parents. We should develop a plan to help faculty and staff refine our messaging about our brand and articulate it to multiple audiences. We should market faculty and staff success stories to external audiences. These stories should recognize and promote the diversity of exemplary teacher-scholars across the disciplines.

Recommendation #30: We recommend that Miami increase the external visibility of its research and reputation, focusing on the strength of cutting-edge research of Miami faculty and students. The university should develop strategies to enhance Miami's reputation and external visibility as an institution where meaningful research takes place.

Just as Miami must market its academic message aggressively, we also must do a better job marketing our research. Although Miami's reputation for teaching excellence is rightfully strong, our faculty includes top researchers. The committee believes that the message about their work and the work with student research partners could be disseminated more effectively. Miami should increase external visibility of research through its website, social media and press releases.

Implementation Timeline

The committee recognizes that this plan includes an array of strategies that will require an extensive effort by faculty and staff across the university. We also recognize that this is a five-year plan and that the 30 recommendations need to be prioritized. This is always a difficult challenge in any planning process, since every recommendation is viewed as important to organizational success. Because many of the recommendations will be carried out by different faculty and staff across campus, we do propose that a large number of our recommendations can be implemented during the first two years of the plan. We have placed our recommendations into two time periods to recognize that we cannot implement every recommendation at once. Because some recommendations build on others, the implementation time period does not reflect level of importance. We also assert that some of

the recommendations need to be implemented simultaneously and that these efforts be coordinated. *(See highlighted recommendations in Table 2.)* We recommend that the ongoing Strategic Planning Committee serve this coordinating function, similar to the work of the current steering committee. The new ongoing committee members would serve as co-chairs on the various implementation committees recommended in the plan in order to ensure coordination. As a living document, the plan will need to be adapted over the course of the next five years, but our recommended timeline is included at the top of the recommendations section:

A Final Note: A Commitment to Implementation

Change is difficult for both human beings and organizations. It requires more than agreement on priorities and action steps. Our community must commit to meaningful and lasting change. Some of the recommendations in this report are not new. Several actually appeared in our 2010 Strategic Priorities Committee report, including increased endowment funds for scholarships, a systematic review of majors, maintenance and support of a smaller number of graduate programs and a careful review of department and divisional structures. These are difficult areas to address. But given the external environment Miami faces today, it is critical that we move forward and carefully assess these areas of change. Throughout the planning process, we often heard about barriers created by a Miami culture that was resistant to change. Frequently, our first administrative reaction goes to why an idea cannot be implemented, rather than asking why it is important, and if so, how we can make it happen. The planning and innovation literature talks about “culture eating strategy for breakfast.” In order to innovate, it will be necessary for Miami to address the cultural barriers that have evolved. We began our planning process by emphasizing Miami’s position of strength. In fact, as we complete this document, we have seen news about our large and accomplished incoming Class of 2023. This success is a good thing, which will allow us to continue to invest in our future. But that should not conceal our long-term reality: Miami must adapt to future challenges faced by higher education across the nation. We believe this strategic plan is a step in that direction.

Listing of Subcommittee Members

Academic Excellence Subcommittee

Renée Baernstein, HST and CAS, co-chair

Sherrill Sellers, FSW and EHS, co-chair

John Bailer, STA

Terri Barr, MKT and University Senate

Megan Cremeans, Undergraduate Student

Thomas Mays, CMR

Kevin Messner, Libraries
Jonika Moore, EMSS
Steve Norris, HST and Havighurst Center
Brody Ruihley, KNH
Joshua Smith, Hamilton City Manager
Andrew Sommers, MME
Scott Sportsman, EMSS
Todd Stuart, CCA Arts Management
Thai Wright, Graduate Student
Ellen Yezierski, CHM and Center for Teaching Excellence

Diversity, Equity and Inclusion Subcommittee

Denise Taliaferro-Baszile (Educational Leadership), co-chair
Moira Casey, (English/Languages, Literatures and Writing), co-chair
Fauzia Ahmed (Sociology and Gerontology)
Tim Greenlee (Farmer School of Business)
Nishani Frazier (College of Arts & Science)
Jacqueline Johnson (Miami University Libraries)
Jennie Gilbert (Athletics)
Gwen Fears (Student Life)
Steve Large (Student Life)
Amy Yousefi (Chemical, Paper and Biomedical Engineering)
Courtney Rose (Student)

Excellence in Research and Scholarship Subcommittee

Bill Even (ECO), co-chair
Vaishali Raval (PSY), co-chair
Katy Abbott (SOC/GTY)
Naz Bautista (EDT)
Devon Delvecchio (MKT)
Annika Fowler (ASG, Student Representative)
Jeff Kuznekoff (CLAAS)
Amanda McVety (HIS)
John Millard (Library Representative)
Rick Page (CHM/BIOCHM)
Kumar Singh (MME)
Pepper Stetler (ART)

The National University Subcommittee

Aaron Shrimplin (University Libraries), co-chair
Diane Delisio (College of Engineering and Computing), co-chair
Sara Al-Zubi (Undergraduate Student/National Fellowships)
Zeb Baker (Honors)
Patrick Carroll (Grad student/PHY)
Mike Crowder (CHM & BIOCHM/CAS)
Karla Guinigundi (Global Initiatives)
Barnali Gupta (ECO/FSB)
Tim Holcomb (Entrepreneurship/FSB)
Fazeel Khan (MME/CEC)
Cody Powell (AVP, PFD)
Susan Schauer (EMSS)
D'Angelo Solomon (Associate AD, ICA)
Kim Tavares (AVP, Alumni)

Rose Marie Ward (Associate Dean, Grad School/KNH)
Steve Wright (STA/CAS)

Transformative Student Experience Subcommittee

Elise Radina (FSW), co-chair
John Weigand (ARCH), co-chair
Kimberly Moore (Dean of Students)
Vicka Bell-Robinson (Director, Residence Life)
Craig Bennett (EMSS)
Jen Franchek (Career Exploration)
Bre Robinson (Associate AD)
Pete Haverkos (Assistant Dean)
Dr. Doug Ross (MD –Tri Health)
Amy Macechko (Community)
Megan Gerhardt (MGT)
Cheryl Young (Assistant Provost)
Brian Kirkmeyer (CEC)
Anna Klosowska (FRE-ITL)
Edith Liu (student, RHA, NRHH, ASG Senator)
Jacob Bruggeman (Student, Humanities)

Financial Sustainability Subcommittee

Stacey Lowery Bretz (CHM), co-chair
David Ellis (FBS), co-chair
Pat Haney, (Associate Dean, POL) – RCM Committee
Bob Davis (Regionals)
Thomas Poetter (EDL)
Jude Killy (ICA)
Brent Shock (EMSS)
Amit Shukla (MME – former chair Fiscal Priorities)
Mary Ben Bonham (ARCH)
Bruce Guiot (Chief Investment Officer)
Dawn Fahner (Associate VP)
Ruth Groom Assistant Provost)
Caroline Weimer (Student, ASG)



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**Miami University Board of Trustees
Marcum Center, Room 180-6, Oxford Campus
1:00 p.m., Thursday, June 27, 2019**

Call the Meeting to Order and Roll Call – Vice Chair Tom Gunlock

Public Session

Admission Update, Admission Director Bethany Perkins, Attachment A
Potential Public Private Partnerships, Senior VP David Creamer
Strategic Conversations, as applicable

Executive Session

Matters required to be kept confidential – Trade Secrets
Personnel matters – Employment of a Public Employee

Adjourn

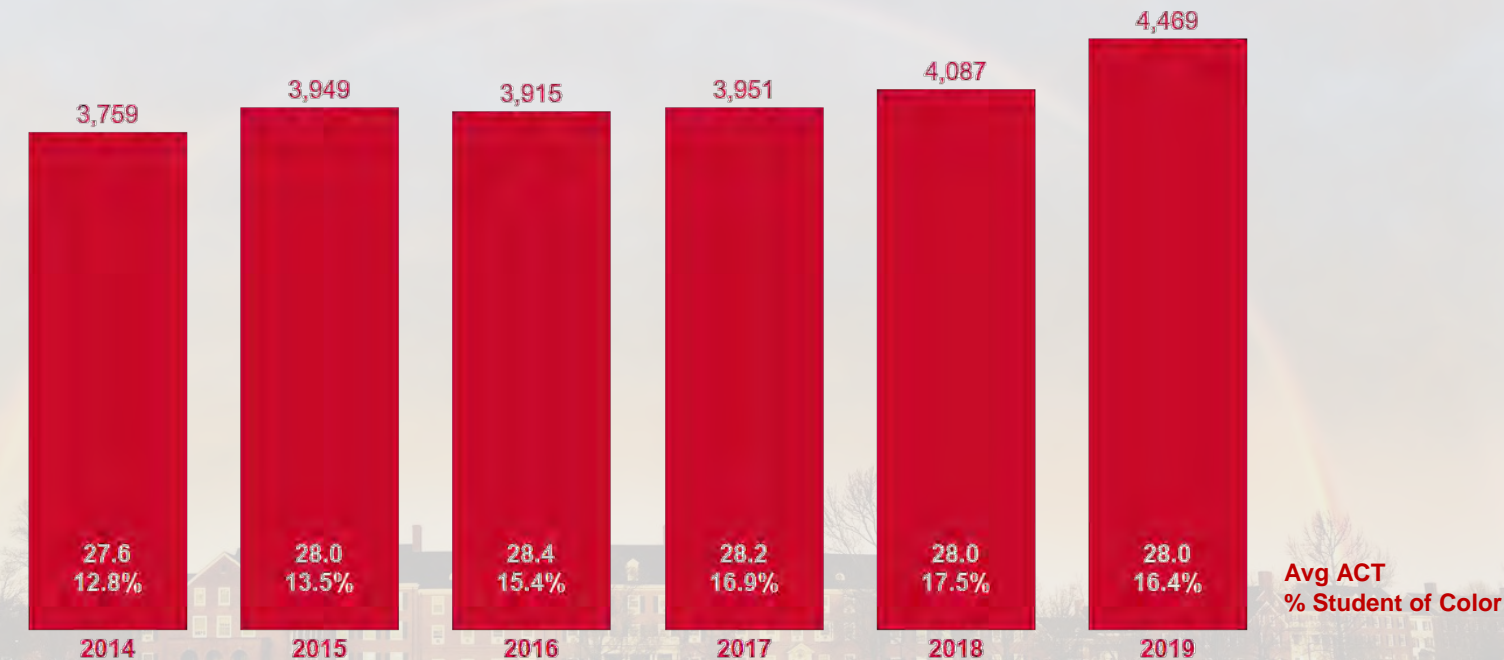


Enrollment Update

Enrollment Management & Student Success

June 27, 2019

CONFIRMATION TRENDS



Enrollment Research and Analytics

Data as of 06.17.2019

GEOGRAPHIC TRENDS

2019 vs. 2018



M MIAMI UNIVERSITY
OXFORD, OH • EST. 1809

Non-Resident:
41.8% vs. 40.2%

International:
4.8% vs. 8.3%

Countries:
30 vs. 25

States:
41 vs. 41

High Schools:
1,430 vs. 1,359

ACADEMIC QUALITY METRICS

2019 vs. 2018



ACT Best:
28.0 vs. 28.0

GPA:
3.78 vs. 3.76

Curriculum Strength:
13.9 vs. 14.0

DIVERSITY METRICS

2019 vs. 2018

Domestic Diversity:
16.4% vs. 17.5%

Pell Eligible:
568 vs. 559

First Generation:
611 vs. 667

FALL 2019 CONFIRMATIONS

by Residency

	2018	2019	Δ 2018 to 2019
Non-Resident	1,642	1,869	13.8%
Domestic Non-Resident	1,304	1,653	26.8%
International	338	216	-36.1%
Ohio Resident	2,445	2,600	6.3%
Grand Total	4,087	4,469	9.3%

Data as of 06.17.2019

FALL 2019 CONFIRMATIONS

by Division

	2018	2019	Δ 2018 to 2019
CAS	1,986	1,891	-4.8%
FSB	885	1,257	42.0%
CEC	504	572	13.5%
EHS	435	418	-3.9%
CCA	211	235	11.4%
CLAAS (Nursing)	66	96	45.5%
Grand Total	4,087	4,469	9.3%

Data as of 06.17.2019

FALL 2019 PROJECTED ENROLLMENT

October 15, 2019

Total Pre-Melt Confirmations: 4,608

Current melt slightly above last year

Current Active Confirmations: 4,469

Resident: 2,600

Domestic Non-Resident: 1,653

International: 216

Expected first-year class range on October 15, 2019:

6.2% melt: 4,322

6.5% melt: 4,308

6.8% melt: 4,295

7.0% melt: 4,285

Data as of 06.17.2019

2019 IN REVIEW



**Continued
Application
Decline**



Deeper Admit Pool



**Significant Decline
in China**



**Increased Merit
Aid Made a Major
Impact**

KEY INITIATIVES FOR FALL 2020



STAFF

Hiring of additional
regional recruiters



MERIT

Inclusion of 26
ACT on merit
guarantee



WEBSITE

New majors &
minors website
utilizing Academic
& Career Clusters
to promote
Miami's majors

KEY INITIATIVES FOR FALL 2020



COMM

Tailored messaging
by student interests

Responsive to web
engagement

Highlighting new, in-
demand and value-
add programs



DIGITAL

New digital outreach
to target prospects
and inquiries



OUTREACH

Expanded outreach
and visit events to
sophomores and
early juniors



QUESTIONS



Enrollment Update

Enrollment Management & Student Success

June 27, 2019



**Miami University Board of Trustees
Marcum Center, Room 180-6, Oxford Campus
Agenda 9:00am Friday, June 28, 2019**

Call the Meeting to Order and Roll Call – Chair David Budig

Public Study Session

- Comments from the Public (if requested)
- College Workforce Partnership, Senator William P. Coley II, Senate District 4
- Athletic Director, David Sayler, ICA Update
- Strategic Planning, Julia Guichard, Strategic Planning Steering Committee Co-Chair

Public Business Session

- Approval of the Prior Meeting Minutes (final attachment to this agenda)
- Consent Calendar, Attachment A
 - Designation of Emerita/Emeritus
 - Campus Naming
- Comments by the Chair, Trustee David Budig
- Reports
 - Miami President, Dr. Greg Crawford
- Committee Reports, Resolutions and Ordinances
 - Academic and Student Affairs, National Trustee Diane Perlmutter
 - Resolutions, Provost Callahan, Attachment B
 - Art Museum
 - Multi-Year Contract
 - Finance and Audit, National Trustee Mike Armstrong
 - Resolutions and Ordinances, SVP Creamer, Attachment C
 - Ordinance, FY2020 Oxford UG Tuition
 - Ordinance, FY2020 Regional UG Tuition
 - Ordinance, FY2020 Graduate Tuition
 - Ordinance, FY2020 Miscellaneous fees
 - Ordinance, FY2020 Budget Appropriation
- Student Trustee Reports
- Other Business, Attachment D
 - Election of Provost
 - Resolution of Appreciation, John Altman
 - Resolution of Appreciation, Terry Hershey
 - Resolution of Appreciation, Phyllis Callahan

Executive Session

- Consult with Counsel
- Pending Litigation
- Personnel Matters, Appointment of a public official

Return to Public Session

- Other Business, as required

Adjourn

Written Reports and Other Material

- Advancement Update, Attachment E
- Prior Meeting Minutes, Attachment F



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June 28, 2019
Consent Calendar

RESOLUTION R2019 - xx

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

Phyllis Callahan
Biology

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:

Lou Haines
Graduate School & Research Office

Kimberly Ernsting
Enrollment Management and Student Success

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

Joseph Martin
Miami Bookstore

Stephen Moore
Information Technology



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June 28, 2019
Consent Calendar

RESOLUTION R2019 - xx

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

Bobby Kramig Soccer Field

To be located in the new soccer facility

Jim and Linda Barr Soccer Donor Wall

To be located in the new soccer facility

The Menard Family Center for Democracy

To be located in Harrison Hall



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June 28, 2019
Academic and Student Affairs

RESOLUTION R2019 - xx

WHEREAS, the mission of the Miami University Art Museum is to serve as a teaching museum that engages in dialogue with and about visual culture; and

WHEREAS, the Miami University Art Museum is dedicated to maintaining a strong permanent collection of original art representing diverse world traditions and making those resources available through display, study and publication in order to contribute to the cultural enrichment of the students, faculty and staff of Miami University as well as the Oxford and Southwest Ohio communities; and

WHEREAS, Miami University is committed to supporting the Miami University Art Museum and its mission, and to protecting the Museum's tangible and intangible assets. The University fully supports the highest museum field standards with regard to the Museum's collections, collecting and gift-acceptance policies and the use of deaccessioning proceeds.

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees recognizes the importance of the Miami University Art Museum to the educational mission of Miami University and hereby records its endorsement and support.



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RESOLUTION R2019-xx

WHEREAS, the University employees lecturers and clinical lecturers with the ranks of assistant, associate and senior lecturer as well as teaching and clinical faculty with the ranks of assistant, associate and full professor. Collectively, these positions are referred to as TCPL faculty; and

WHEREAS, TCPL faculty contribute significantly to the teaching and advising mission of the University and the Board wishes to provide additional job security to TCPL beyond their current one year academic appointments.

NOW, THEREFORE, BE IT RESOLVED, that the Board hereby authorizes the adoption of a policy which provides for appointments to TCPL faculty positions at the rank of assistant on single academic year appointments not to exceed five (5) academic years; to thereafter provide those promoted to the associate level under appointments that are renewable in three year increments and those promoted to Senior lecturer or full Teaching Professor under appointments that are renewable in five year increments.

BE IT FURTHER RESOLVED, that such policy should also provide for non-renewal, termination and position elimination. Such policy is subject to the review and approval of the Provost, General Counsel and President.

Tuition Ordinance 2019-xx
Instructional, General, and Out of State Fees
Undergraduate Students at the Oxford Campus
2019-2020 Academic Year

WHEREAS, Miami University established the Miami University Tuition Promise program under Ohio Revised Code §3345.48; and

WHEREAS, the Ohio General Assembly's proposed legislation would limit the amount that tuition and fees may be increased by two percent (2%) for resident undergraduate students; and

WHEREAS, existing law also provides for tuition to rise for a tuition guarantee by the amount of change in the consumer price index for the past 60 months (1.5%) as of December 31, 2018; and

NOW, THEREFORE, BE IT ORDAINED: The Board of Trustees of Miami University authorizes an increase in the resident undergraduate tuition subject to any restrictions in the biennium budget bill in the amount of 3.5% for the fall 2019 resident cohort; and

BE IT FURTHER ORDAINED: The Board of Trustees of Miami University authorizes a 3.0% increase in tuition for the non-resident fall 2019 cohort as shown on the attached table; and

BE IT FURTHER ORDAINED: The Board of Trustees of Miami University authorizes a 2.0% increase in tuition for continuing students not included in the Miami Tuition promise as shown below; and

BE IT FURTHER ORDAINED: that the Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to amend tuition and student fees for Academic Year 2019-2020 to align with the provisions of the enacted State of Ohio biennial operating budget within the limits authorized by this ordinance; and

BE IT FURTHER ORDAINED: The Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to establish hourly rates consistent with this ordinance for part-time students and tuition rates for summer and winter terms; and

Business Session

Item 2a

June 27, 2019

Finance and Audit

BE IT FURTHER ORDAINED: The Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to allocate the distribution of tuition between instructional and general fees; and

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

BE IT FURTHER ORDAINED: The Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer to budget and expend, in accordance with general university procedures, the University Student Auxiliary Allocation for the Oxford Campus and authorizes the Vice President for Student Affairs to fund the Associated Student Government from the Student Organization Allocation.

June 27, 2019

Business Session
Item 2a
June 27, 2019
Finance and Audit

Tuition Promise Per Term					
	FY19 (Fall 2018 Cohort)	%Increase	\$Increase	FY20 (Fall 2019 Cohort)	%Change
Resident Student					
Tuition	\$7,589.04	3.5%	\$265.68	\$7,854.72	3.5%
Career Services Fee	\$100.00	0.0%	\$0.00	\$100.00	0.0%
	FY19 (Fall 2018 Cohort)	%Increase	\$Increase	FY20 (Fall 2019 Cohort)	%Change
Non Resident Student					
Tuition	\$17,347.32	3.0%	\$520.44	\$17,867.76	3.0%
Career Services Fee	\$100.00	0.0%	\$0.00	\$100.00	0.0%

Continuing On Campus per Term					
	FY19	%Increase	\$Increase	FY20	%Change
Resident Student	\$7,131.50	2.0%	\$142.54	\$7,274.04	2.0%
	FY19	%Increase	\$Increase	FY20	%Change
Non Resident Student	\$16,421.70	2.0%	\$328.26	\$16,749.96	2.0%

Continuing Off Campus per Term					
	FY19	%Increase	\$Increase	FY20	%Change
Resident Student	\$7,185.50	2.0%	\$143.62	\$7,329.12	2.0%
	FY19	%Increase	\$Increase	FY20	%Change
Non Resident Student	\$16,475.70	2.0%	\$329.42	\$16,805.12	2.0%

Tuition Ordinance 2019-xx
Instructional, General, and Out of State Fees
Undergraduate Students at the Regional Campuses
2019-2020 Academic Year

WHEREAS, Miami University established the Miami University Tuition Promise program under Ohio Revised Code §3345.48; and

WHEREAS, the Ohio General Assembly through its legislation has limited the amount that tuition and fees may be increased by two percent (2%) for resident undergraduate students; and

WHEREAS, existing law also provides for tuition to rise for a tuition guarantee by the amount of change in the consumer price index for the past 60 months (1.5%) as of December 31, 2018; and

NOW, THEREFORE, BE IT ORDAINED: The Board of Trustees of Miami University authorizes an increase in the resident undergraduate tuition subject to any restrictions in the biennium budget bill in the amount of 3.5% for the fall 2019 resident cohort; and

BE IT FURTHER ORDAINED: The Board of Trustees of Miami University authorizes a 1.3% increase in tuition for the non-resident fall 2019 cohort as shown in the attached table; and

BE IT FURTHER ORDAINED: The Board of Trustees of Miami University authorizes a 2.0% increase in tuition for continuing resident students not included in the Miami Tuition promise as shown in the attached table; and

BE IT FURTHER ORDAINED: The Board of Trustees of Miami University authorizes a 0.7% increase in lower division tuition and a 0.9% increase in upper division tuition for continuing non-resident students not included in the Miami Tuition promise as shown in the attached table; and

BE IT FURTHER ORDAINED: that the Board of Trustees approves comprehensive tuition for non-resident students participating in the fully on-line programs presented on the attached table;

BE IT FURTHER ORDAINED: that the Senior Vice President for Finance and Business

Business Session
Item 2b
June 27, 2019
Finance and Audit

Services and Treasurer is hereby authorized to amend tuition and student fees for Academic Year 2019-2020 to align with the provisions of the enacted State of Ohio biennial operating budget within the limits authorized by this ordinance; and

BE IT FURTHER ORDAINED: The Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to establish hourly rates consistent with this ordinance for part-time students and tuition rates for summer and winter terms; and

BE IT FURTHER ORDAINED: The Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to allocate the distribution of tuition between instructional and general fees; and

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

BE IT FURTHER ORDAINED: The Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer to budget and expend, in accordance with general university procedures, the University Student Auxiliary Allocation for the Oxford Campus and authorizes the Vice President for Student Affairs to fund the Associated Student Government from the Student Organization Allocation.

June 27, 2019

Business Session
Item 2b
June 27, 2019
Finance and Audit

Tuition Promise Per Term					
	FY19 (Fall 2018 Cohort)	%Increase	\$Increase	FY20 (Fall 2019 Cohort)	%Change
Resident Student Tuition	\$2,940.00	3.5%	\$102.96	\$3,042.96	3.5%
Career Services Fee	\$100.00	0.0%	\$0.00	\$100.00	0.0%
	FY19 (Fall 2018 Cohort)	%Increase	\$Increase	FY20 (Fall 2019 Cohort)	%Change
Non Resident Student Tuition	\$8,235.86	1.3%	\$102.96	\$8,338.82	1.3%
Career Services Fee	\$100.00	0.0%	\$0.00	\$100.00	0.0%

Continuing Lower Division per Term					
	FY19	%Increase	\$Increase	FY20	%Change
Resident Student	\$2,586.60	2.0%	\$51.84	\$2,638.44	2.0%
	FY19	%Increase	\$Increase	FY20	%Change
Non Resident Student	\$7,614.30	0.7%	\$51.84	\$7,666.14	0.7%

Continuing Upper Division per Term					
	FY19	%Increase	\$Increase	FY20	%Change
Resident Student	\$3,909.60	2.0%	\$78.24	\$3,987.84	2.0%
	FY19	%Increase	\$Increase	FY20	%Change
Non Resident Student	\$8,972.69	0.9%	\$78.24	\$9,050.93	0.9%

Online Programs Non-Resident Tuition (Per Credit Hour)	
	<u>FY20</u>
RN-BSN Completion Program	\$350.00
Bachelor of Science in Commerce	\$350.00
Bachelor of Arts or Bachelor of Science, Liberal Studies	\$350.00
Associate of Applied Business	\$350.00
Bachelor of Science in Health Communication	\$350.00
Bachelor of Arts in Health Information Technology	\$350.00

TUITION ORDINANCE 2019-xx**Instructional, General, and Out of State Fees, and Comprehensive Charges
Graduate Students at all Campuses
2019-2020 Academic Year**

WHEREAS, Miami University is committed to providing a quality and affordable education and services to its graduate students; and

WHEREAS, the Board of Trustees of Miami University annually adopts tuition (instructional and general fees) and an out-of-state surcharge for graduate students on all campuses; and

WHEREAS, the University has identified new graduate program offerings that have unique costs and market conditions;

NOW, THEREFORE, BE IT ORDAINED: that the Board of Trustees adopts standard graduate tuition for Ohio residents (must meet Miami University's residency regulations) and combined tuition and out-of-state surcharge for non-resident graduate students at all campuses as presented on the attached table; and

BE IT FURTHER ORDAINED: that the Board of Trustees approves a program specific comprehensive tuition for the graduate certificates and degrees that have unique costs and market conditions presented on the attached table; and

BE IT FURTHER ORDAINED: that the Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to amend tuition and student fees for Academic Year 2018-2019 to align with the provisions of the enacted State of Ohio biennial operating budget within the limits authorized by this ordinance; and

BE IT FURTHER ORDAINED: that the Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to establish hourly rates consistent with this Ordinance including fees for part-time students and fees for summer and winter terms.

June 27, 2019

Business Session
Item 2c
June 27, 2019
Finance and Audit

**Miami University
Graduate Tuition
Fall 2019**

Academic Year Full-Time (12 or more credit hours per semester)

	<u>Ohio Resident</u>			<u>Nonresident</u>		
	<u>2018-19</u>	<u>2019-2020</u>	<u>% Change</u>	<u>2018-19</u>	<u>2019-2020</u>	<u>% Change</u>
Basic Instructional and General Fee	\$6,704.40	\$6,838.56		\$6,704.40	\$6,838.56	
Other General Fees:						
Technology Fee	\$174.84	\$178.30		\$171.36	\$178.30	
Facilities Fee	\$31.20	\$31.81		\$30.60	\$31.81	
Transit Fee	\$68.64	\$70.00		\$67.32	\$70.00	
Armstrong Student Center Fee	\$64.92	\$66.21		\$63.60	\$66.21	
Nonresident Surcharge	<u>N/A</u>	<u>N/A</u>		<u>\$8,694.48</u>	<u>\$8,868.36</u>	
Tuition	<u>\$7,044.00</u>	<u>\$7,184.88</u>	<u>2.0%</u>	<u>\$15,731.76</u>	<u>\$16,053.24</u>	<u>2.0%</u>

Academic Year Part-Time (Per credit hour up to 11 credit hours)

	<u>Ohio Resident</u>	<u>Nonresident</u>
	<u>2019-2020</u>	<u>2019-2020</u>
Basic Instructional and General Fee	\$569.88	\$569.88
Other General Fees:		
Technology Fee	\$14.86	\$14.86
Facilities Fee	\$2.65	\$2.65
Transit Fee	\$5.83	\$5.83
Armstrong Student Center Fee	\$5.52	\$5.52
Nonresident Surcharge	<u>N/A</u>	<u>\$739.03</u>
Tuition	<u>\$598.74</u>	<u>\$1,337.77</u>

Summer and Winter Term - Part-Time (Per credit hour)

	<u>Ohio Resident</u>	<u>Nonresident</u>
	<u>2019-2020</u>	<u>2019-2020</u>
Basic Instructional and General Fee	\$541.41	\$541.41
Armstrong Student Center Fee	\$5.52	\$5.52
Nonresident Surcharge	<u>N/A</u>	<u>\$739.03</u>
	<u>\$546.93</u>	<u>\$1,285.96</u>

Business Session
Item 2c
June 27, 2019
Finance and Audit

Program Specific Graduate Comprehensive Tuition (Per Credit Hour)

New Programs:	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Master of Educational Psychology			\$ 650.00
Continuing Programs:			
Interdisciplinary Certificate in Aging & Entrepreneurship	\$600.00	\$ 600.00	\$ 600.00
Experience Design Master of Fine Arts	\$964.00	\$ 964.00	\$ 964.00
Special Education Online Hybrid (SEOH)	\$835.00	\$ 835.00	\$ 625.00
Craftsummer	\$285.00	\$ 285.00	\$ 285.00
Ohio Writing Project Master of Arts in Teaching	\$280.00	\$ 280.00	\$ 280.00
Project Dragonfly Advanced Inquiry Program	\$475.00	\$ 475.00	\$ 475.00
Project Dragonfly Global Field Program	\$300.00	\$ 300.00	\$ 300.00
Master of Science in Criminal Justice	\$525.00	\$ 525.00	\$ 525.00
Graduate Certificate in Analytics	\$964.00	\$ 964.00	\$ 964.00
Low Residency Master of Fine Arts	\$759.00	\$ 759.00	\$ 759.00
Collaborative Master of Educational Psychology	\$760.00	\$ 760.00	\$ 760.00
Master of Arts in Social Work	--	\$ 700.00	\$ 700.00

**Miscellaneous Fees
Ordinance 2019-xx
2019-2020 Academic Year**

WHEREAS, Miami University (University) is committed to providing affordable access to a quality education and services for its students; and

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

WHEREAS, predictability in the cost of higher education is an important step to improving the affordability for students and families, and

WHEREAS, the University has adopted the Miami University Tuition Promise in accordance with Ohio Revised Code 3345.48 and is recommending separate miscellaneous fee schedules for each cohort under the Tuition Promise program while returning students will be assessed miscellaneous fees based on the historic fee schedule as modified by this ordinance;

NOW, THEREFORE, BE IT ORDAINED: that the Board of Trustees approves the attached changes to miscellaneous fees for academic year 2019-20, except as otherwise specified. The fees apply to all campuses, except as otherwise specified; and

BE IT FURTHER ORDAINED: that fees adopted by prior action of the Board are hereby reauthorized at their previously adopted rates; and

BE IT FURTHER ORDAINED: the miscellaneous fee schedule established for students enrolling for the first time in academic year 2019-20 will remain in effect for four years according to the provisions of the Miami University Tuition Promise; and

BE IT FURTHER ORDAINED: in case of dispute, fees must be paid in full unless specific arrangements have been authorized in writing by the Senior Vice President for Finance and Business Services or his designee; and

BE IT FURTHER ORDAINED: that the Senior Vice President for Finance and Business Services is authorized to approve changes in the fees stated above to align with the provisions of the enacted biennial operating budget and to approve new fees consistent with those stated above subject to annual confirmation by this Board.

Miami University
FY 2020 - Academic Year 2019 - 2020
Miscellaneous Fees

New Fees
Fee Increased
Notification
Fee Decreased/Removed

Table 1: Changes to Non Cohort Based Fees

Fee	Notes	2018-2019	Proposed 2019-2020
Child Care Programs-Hamilton Campus-Faculty/Staff			
Full-time Rate (4/5 day)		2907.00/2325.00	2994.00/2395.00
Three Day Semester Rate		2218.00/1775.00	2285.00/1829.00
Two Day Semester Rate		1683.00/1346.00	1734.00/1387.00
Child Care Programs-Hamilton Campus-Students			
Full-time Rate (4/5 day)		2600.00/2085.00	2678.00/2142.00
Three Day Semester Rate		1912.00/1530.00	1969.00/1576.00
Two Day Semester Rate		1300.00/1040.00	1339.00/1071.00
Parking Fees and Fines-Oxford Campus			
Impoundment/immobilization (electronic or motorized scooters)			100.00
Student Orientation Program			
Orientation Housing per night		30.75	35.00

Miami University
FY 2020 - Academic Year 2019 - 2020
Miscellaneous Fees

New Fees
Fee Increased
Notification
Fee Decreased/Removed

Table 2: Changes to Fees Applying to students matriculating prior to Fall 2016

Fee	Notes	2018-2019	Proposed 2019-2020
Special Course/Lab Charges-Hamilton Campus			
Nursing-NSG 313	2,3	200.00	0.00
Special Course/Lab Charges-Middletown Campus			
Nursing-NSG 313	2,3	200.00	0.00
Special Course/Lab Charges-Oxford Campus			
Teacher Education-EDP 419F TPA Testing	2,3	325.00	300.00

Miami University
FY 2020 - Academic Year 2019 - 2020
Miscellaneous Fees

New Fees
Fee Increased
Notification
Fee Decreased/Removed

Table 3: Changes to Fees Applying to Miami Tuition Promise Fall 2016 Cohort

Fee	Notes	2018-2019	Proposed 2019-2020
Special Course/Lab Charges-Hamilton Campus			
Nursing-NSG 313	2,3	200.00	0.00
Special Course/Lab Charges-Middletown Campus			
Nursing-NSG 313	2,3	200.00	0.00
Special Course/Lab Charges-Oxford Campus			
Teacher Education-EDP 419F TPA Testing	2,3	325.00	300.00

Miami University
FY 2020 - Academic Year 2019 - 2020
Miscellaneous Fees

New Fees
Fee Increased
Notification
Fee Decreased/Removed

Table 4: Changes to Fees Applying to Miami Tuition Promise Fall 2017 Cohort

Fee	Notes	2018-2019	Proposed 2019-2020
Special Course/Lab Charges-Hamilton Campus			
Nursing-NSG 313	2,3	200.00	0.00
Special Course/Lab Charges-Middletown Campus			
Nursing-NSG 313	2,3	200.00	0.00
Special Course/Lab Charges-Oxford Campus			
Teacher Education-EDP 419F TPA Testing	2,3	325.00	300.00

Miami University
FY 2020 - Academic Year 2019 - 2020
Miscellaneous Fees

New Fees
Fee Increased
Notification
Fee Decreased/Removed

Table 5: Changes to Fees Applying to Miami Tuition Promise Fall 2018 Cohort

Fee	Notes	2018-2019	Proposed 2019-2020
Special Course/Lab Charges-Hamilton Campus			
Nursing-NSG 313	2,3	200.00	0.00
Special Course/Lab Charges-Middletown Campus			
Nursing-NSG 313	2,3	200.00	0.00
Special Course/Lab Charges-Oxford Campus			
Teacher Education-EDP 419F TPA Testing	2,3	325.00	300.00

Miami University
FY 2020 - Academic Year 2019 - 2020
Miscellaneous Fees

New Fees
Fee Increased
Notification
Fee Decreased/Removed

Table 6: Fees Applying to Miami Tuition Promise Fall 2019 Cohort

Fee	Notes	2018-2019	Proposed 2019-2020
Admission Fee			
Oxford Campus Enrollment Fee	1	95.00	95.00
University Contract Confirmation Deposit	1	330.00	330.00
American Culture and English			
American Culture and English (ACE) Program fee (Repeating Students)		500.00	500.00
American Culture and English Program (ACE) program fee		1,000.00	1,000.00
IHAWK Pre-Semester American Academic Culture (PAAC) program fee		750.00	750.00
Application Fee			
Oxford Campus-Admission to Graduate Degree Programs		50.00	50.00
Oxford Campus-Admission to Graduate Non-Degree Status		20.00	20.00
Oxford Campus-Admission to Undergraduate Programs		50.00	50.00
Oxford Campus-International Students		70.00	70.00
Oxford Campus-Transient Students		50.00	50.00
Oxford Campus-Unclassified Students		50.00	50.00
Bursar Miscellaneous Charges			
Late Payment		150.00	150.00
Late Registration (each Monday after the final date, an additional \$27.00)		27.00	27.00
Business School Premium			
Oxford Campus Business School Courses, per credit hour		110.00	110.00
Career Exploration and Testing Center Charges			
Career Testing, each career assessment		16.00	16.00
Enrollment in EDL100 for Myers-Briggs and Strong Interest Testing (three standardized career assessments)		32.00	32.00
Career Fee			
Career Fee	9	100.00	100.00
CEC Premium			
Oxford Campus College of Engineering and Computing Majors, full-time, taking 12 or more credit hours, per semester		400.00	400.00
Oxford Campus College of Engineering and Computing Majors, part-time, taking 1-11 credit hours, per credit hour		33.25	33.25
Child Care Programs-Hamilton Campus-Faculty/Staff			
Full-time Rate (4/5 day)		2907.00/2325.00	2994.00/2395.00
Registration, one child/each additional		50.00/30.00	50.00/30.00
Three Day Semester Rate		2218.00/1775.00	2285.00/1829.00
Two Day Semester Rate		1683.00/1346.00	1734.00/1387.00
Child Care Programs-Hamilton Campus-Students			
Full-time Rate (4/5 day)		2600.00/2085.00	2678.00/2142.00
Registration, one child/each additional		50.00/25.00	50.00/25.00
Three Day Semester Rate		1912.00/1530.00	1969.00/1576.00
Two Day Semester Rate		1300.00/1040.00	1339.00/1071.00
Chinese Proficiency Tests - Confucius Institute			
Chinese Proficiency Test (HSK, BCT, and YCT) -- fee based on candidate's level and test module		20.00-70.00	20.00-70.00
Code of Conduct Violations			
Code of Conduct Administration Charges, per incident		50.00	50.00
Ethics and Integrity Mandatory Program		200.00	200.00

Commencement/Degree Application Fee			
Certificate Program		10.00	10.00
Diploma Replacement (re-issue)-With Case, Master's		34.00	34.00
Diploma Replacement (re-issue)-With Case, Undergraduate		34.00	34.00
Diploma Replacement (re-issue)-Without Case		29.00	29.00
Doctoral Degree-Diploma and Hood		200.00	200.00
Master's and Specialist's Degrees	1	35.00	35.00
Thesis Microfilming and Binding		80.00	80.00
Community Engagement and Services			
Community Plunge (early move-in experience)		130.00	130.00
Service Learning Courses Utilizing Community Engagement and Services Office		50.00	50.00
Compass Accuplacer Assessment-Hamilton Campus			
Compass Accuplacer Assessment Retake Fee-one per semester, per subject	1	10.00	10.00
Compass Accuplacer Assessment-Middletown Campus			
Compass Accuplacer Assessment Retake Fee-one per semester, per subject	1	10.00	10.00
Computer Printing Charge			
Computer Printing Charge-Black and White, per copy		0.10	0.10
Computer Printing Charge-Color, per copy		0.25	0.25
Conference Fee			
Perlmutter Conference No Show Fee		21.00	21.00
Credit Workshops			
iDiscovery Program Fee		200.00	200.00
Data and Video Network			
Fee for Non-warranty computer and associated repair (including labor)		Actual Cost	Actual Cost
Network copyright notification-First incident		100.00	100.00
Network copyright notification-Second incident and more		200.00	200.00
Workstation Remediation Fee for Non-Miami Laptops		Actual Cost	Actual Cost
Data and Video Network-Technology Fee (Undergraduate and Graduate, Fall and Spring Semester Only)			
Regional Campuses Network Fee-Per Semester Fee		18.00	18.00
Diversity Affairs			
MADE Deposit		60.00	60.00
E-Learning-Hamilton Campus			
All online, partially online (hybrid), and interactive video courses per credit hour		35.00	35.00
E-Learning-Middletown Campus			
All online, partially online (hybrid), and interactive video courses per credit hour		35.00	35.00
English Department			
English-Proficiency Exam		30.00	30.00
English Language Center			
English Language Center Intensive English Program Fee Level 1-3 (19 contact hours)		6,600.00	6,600.00
English Language Center Program Fee Levels 1-4		1,000.00	1,000.00
Fine Arts Program Fee			
Architecture/Interior Design Majors, per semester		50.00	50.00
Music Majors, per semester		50.00	50.00
Global Initiatives			
Graduate International Student Orientation and Integration Service Fee		100.00	100.00
International Sponsored Student Fee - Per Semester		500.00	500.00
International Student Exchange Student Deposit	9	1,000.00	1,000.00
International Travel Insurance Pass Through Fee		58.00	58.00
Non-credit Program Enrollment Fee		0.00 - 3,500.00	0.00 - 3,500.00
Non-credit Program Materials Fee		0.00 - 350.00	0.00 - 350.00
Program Fee		0.00 - 15,000.00	0.00 - 15,000.00
Study Abroad Administration Fee (Non-Miami organized programs)		175.00	175.00
Study Abroad/Away Administration Fee (Faculty-led Miami programs)		175.00	175.00
Undergraduate International Student Orientation and Integration Service Fee		200.00	200.00
Workshop Administrative Fee		25.00	25.00

Goggin Ice Center			
Intramural Leagues-Broomball (1 season with 8 games each)		175.00	175.00
Intramural Leagues-Broomball (10 games)		200.00	200.00
Intramural Leagues-Broomball (2 seasons with 6 games each)		155.00	155.00
Intramural Leagues-Hockey (1 seasons with 8 games each)		410.00	410.00
Intramural Leagues-Hockey (10 games)		500.00	500.00
Intramural Leagues-Hockey (2 seasons with 6 games each)		365.00	365.00
Identification Card Replacement Charge			
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
International Student Exchange Deposit			
Exchange Student Deposit-Business	9	1,000.00	1,000.00
Intrafraternity Council			
Fraternity Recruitment		30.00	30.00
Sorority Recruitment		30.00	30.00
Learning Assistance Tutoring Charges			
Learning Assistance-Oxford Campus-Tutoring sessions-no show fee		15.00	15.00
Library Fines and Fees			
3D Printing		\$0.25 per gram	\$0.25 per gram
Camera Tripod, Maximum		15.00	15.00
Camera Tripod, Overdue charge, per hour		0.50	0.50
Camera Tripod, Processing fee		10.00	10.00
Camera Tripod, Replacement cost		30.00	30.00
Digital Translator Replacement Fee		160.00	160.00
Digital Voice Recorder, Maximum		15.00	15.00
Digital Voice Recorder, Overdue charge, per hour		0.50	0.50
Digital Voice Recorder, Processing fee		25.00	25.00
Digital Voice Recorder, Replacement cost		65.00	65.00
Financial Calculator Overdue charge, per hour		0.50	0.50
Financial Calculator, Maximum		15.00	15.00
Financial Calculator, Processing fee		10.00	10.00
Financial Calculator, Replacement cost		60.00	60.00
Firewire Cable, Maximum		15.00	15.00
Firewire Cable, Overdue charge, per hour		0.50	0.50
Firewire Cable, Processing fee		10.00	10.00
Firewire Cable, Replacement cost		5.00	5.00
Graphing Calculator Overdue charge, per hour		0.50	0.50
Graphing Calculator, Maximum		15.00	15.00
Graphing Calculator, Processing fee		10.00	10.00
Graphing Calculator, Replacement cost		130.00	130.00
Head Phones-Maximum		15.00	15.00
Head Phones-Overdue charge, per hour		0.50	0.50
Head Phones-Processing fee		10.00	10.00
Head Phones-Replacement cost		10.00	10.00
IPad-(in library use only)-Billing fee (non-refundable)	4	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
Laptop Computer or Digital Camera (in library use only)-Billing fee (non-refundable) (6)	4	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 - Macintosh		1,300.00	1,300.00
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-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
Laptop/data projector, Maximum		15.00	15.00

Laptop/data projector, Overdue charge, per hour		0.50	0.50
Laptop/data projector, Processing fee		30.00	30.00
Laptop/data projector, Replacement cost		500.00	500.00
Miami Libraries-Overdue Books, per book maximum		15.00	15.00
Miami Libraries-Overdue Books, per book/per day		0.50	0.50
Miami Libraries-Overdue Reserved Materials, each additional hour		0.75	0.75
Miami Libraries-Overdue Reserved Materials, first hour		2.50	2.50
Miami Libraries-Overdue Reserved Materials, maximum		24.25	24.25
Miami Libraries-Recalled Books, per book (student)/maximum		24.25	24.25
Miami Libraries-Recalled Books, per book (student)/per day		0.75	0.75
Miami Libraries-Replacement, per book, actual cost		actual cost	actual cost
Miami Libraries-Replacement, per book, billing		10.00	10.00
Miami Libraries-Replacement, per book, cataloging and processing		30.00	30.00
Miami Libraries-Replacement, per book, minimum		75.00	75.00
Microphone for Mac or PC, Maximum		15.00	15.00
Microphone for Mac or PC, Overdue charge, per hour		0.50	0.50
Microphone for Mac or PC, Processing fee		10.00	10.00
Microphone for Mac or PC, Replacement cost		15.00	15.00
Miscellaneous Items for Sale-Batteries		at cost	at cost
Miscellaneous Items for Sale-CD, blank		1.00	1.00
Miscellaneous Items for Sale-Data storage device (Jump Drive)		actual cost	actual cost
Miscellaneous Items for Sale-DVD, blank		1.00	1.00
Miscellaneous Items for Sale-Earplugs, per pair		0.25	0.25
Miscellaneous Library Fees-Private Study Carrels (re-key for lost key)		25.00	25.00
Miscellaneous Library Fees-Storage locker keys (replacement)		7.00	7.00
Network Cables-Maximum		15.00	15.00
Network Cables-Overdue charge, per hour		0.50	0.50
Network Cables-Processing fee		10.00	10.00
Network Cables-Replacement cost		5.00	5.00
Nintendo 3Ds Overdue charge, per hour		0.50	0.50
Nintendo 3Ds, Maximum		15.00	15.00
Nintendo 3Ds, Processing fee		10.00	10.00
Nintendo 3Ds, Replacement cost		250.00	250.00
OhioLINK Overdue Books, per book/Maximum		50.00	50.00
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, Replacement, per book		75.00	75.00
OhioLINK, Replacement, per book, cataloging and processing fee,		25.00	25.00
Portable DVD Player, Maximum		15.00	15.00
Portable DVD Player, Overdue charge, per hour		0.50	0.50
Portable DVD Player, Processing fee		10.00	10.00
Portable DVD Player, Replacement cost		150.00	150.00
Portable Public Address System, Maximum		15.00	15.00
Portable Public Address System, Overdue charge, per hour		0.50	0.50
Portable Public Address System, Processing fee		30.00	30.00
Portable Public Address System, Replacement cost		100.00	100.00
Steady Cam, Maximum		15.00	15.00
Steady Cam, Overdue charge, per hour		0.50	0.50
Steady Cam, Processing fee		10.00	10.00
Steady Cam, Replacement cost		150.00	150.00
Study Room Keys-Maximum		15.00	15.00
Study Room Keys-Overdue charge, per hour		0.50	0.50
Study Room Keys-Processing Fee		10.00	10.00
Study Room Keys-Replacement Cost		10.00	10.00
Tripod Dolly, Maximum		15.00	15.00
Tripod Dolly, Overdue charge, per hour		0.50	0.50
Tripod Dolly, Processing fee		10.00	10.00
Tripod Dolly, Replacement cost		60.00	60.00
Video Monitor Cable, Maximum		15.00	15.00
Video Monitor Cable, Overdue charge, per hour		0.50	0.50
Video Monitor Cable, Processing fee		10.00	10.00

Video Monitor Cable, Replacement cost		5.00	5.00
MUDEC			
Deposit upon application for the academic year (no refund)		25.00	25.00
Housing deposit upon acceptance for the given semester	7	250.00	250.00
Jumbo pass for MUDEC students, per semester Transportation Fee for MUDEC students, per semester		105.00	105.00
Luxembourg Student Residency Permit Fee, per semester		75.00	75.00
Mobile Internet Access and Telephone, per semester		185.00	185.00
MUDEC Study Tours, per semester		1,800.00	1,800.00
Orientation fee (one-time per student)		90.00	90.00
Partial Board (4 meal voucher per week), per semester		820.00	820.00
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
Student Activity Fee, per semester		85.00	85.00
Study Abroad Administration Fee		125.00	125.00
Music			
Music-MUS 216, Applied Music for music theater minors		85.00	85.00
Music-Music lesson fees	2,3	175.00	175.00
Oxford Pathways Program			
Pathways Student Fee		90.00	90.00
Panhellenic			
Sorority Recruitment - Late Registration		20.00	20.00
Parking Fees and Fines-Hamilton and Middletown Campuses			
Blocking any access road		15.00	15.00
Disregarding traffic control device		15.00	15.00
Failure to display parking permit		15.00	15.00
Hazardous operation		75.00	75.00
Illegal Parking-Parking by a non-handicapped driver in a space reserved for the handicapped		100.00	100.00
Illegal Parking-Parking in a restricted area		15.00	15.00
Illegal Parking-Parking on the grass		15.00	15.00
Speeding		30.00	30.00
Unregistered vehicle		10.00	10.00
Parking Fees and Fines-Oxford Campus			
Event Parking-Lot Attendant-charged to MU Departments/Organizations, per hour		25.00	25.00
Event Parking-Lot/Space Reservation Fee-charged to MU Departments/Organizations, fee per reserved space		1.00 - 5.00	1.00 - 5.00
Faculty and staff Garage permit, per year		425.00	425.00
Faculty and staff RED area annual permit, per year		125.00	125.00
Faculty and staff RED area annual permit, per year-2 person carpool		30.00	30.00
Faculty and staff RED area daily permit, per day		2.00	2.00
Faculty, Staff, or Department Dedicated Parking Space		425.00	425.00
Failure to display valid permit/Improper display		35.00	35.00
Handicap Parking Violation		250.00	250.00
Illegal or improper parking (loading/service area, outside designated space, prohibited parking, prohibited yellow zone)		75.00	75.00
Illegal parking in restricted area		75.00	75.00
Illegal parking on grass/sidewalk		75.00	75.00
Impoundment/immobilization (cars, trucks, motorcycles, etc)		200.00	200.00
Impoundment/immobilization (electronic or motorized scooters)			100.00
Overtime at meter		10.00	10.00
Overtime at timed zone		25.00	25.00
Oxford campus parking garage rates-Campus Ave. garage-Daily maximum rate		10.00	10.00
Oxford campus parking garage rates-Campus Ave. garage-Garage Parking Vouchers		5.00	5.00
Oxford campus parking garage rates-Campus Ave. garage-Lost ticket fee		25.00	25.00
Oxford campus parking garage rates-Campus Ave. garage-Parking rate per first hour/per additional hours		1.00/.50	1.00/.50
Oxford campus parking garage rates-Engineering Bldg. garage-Daily maximum rate		15.00	15.00
Oxford campus parking garage rates-Engineering Bldg. garage-Garage Parking Vouchers		7.50	7.50
Oxford campus parking garage rates-Engineering Bldg. garage-Lost ticket fee		25.00	25.00

Oxford campus parking garage rates-Engineering Bldg. garage-Parking rate per first hour/per additional hours		2.00/1.00	2.00/1.00
Oxford campus parking garage rates-Event parking rate		5.00	5.00
Oxford campus parking garage rates-Overnight parking, per semester		520.00	520.00
Oxford campus parking garage rates-Replacement for Garage Access Card		5.00	5.00
Oxford campus students only-for a semester/academic year BLUE area permit		150.00	150.00
Oxford campus students only-for a semester/academic year YELLOW area permit		100.00	100.00
Oxford campus students only-for an academic year-Graduate Assistants-designated lots and student areas		50.00	50.00
Oxford campus students only-for each summer term		60.00	60.00
Oxford campus students only-for temporary permit (student - one week)		15.00	15.00
Oxford campus-Contractor-Red parking permit-day		3.00	3.00
Oxford campus-Contractor-Red parking permit-month		35.00	35.00
Oxford campus-Contractor-Red parking permit-week		10.00	10.00
Oxford campus-Visitor-parking permit-day		3.00	3.00
Oxford campus-Visitor-parking permit-month		35.00	35.00
Oxford campus-Visitor-parking permit-week		10.00	10.00
Reproduction/illegal use of decal		300.00	300.00
University Vehicles Parked in Red Permit Areas-Leased Vehicle		125.00	125.00
University Vehicles Parked in Red Permit Areas-Reserved Space		425.00	425.00
University Vehicles Parked in Red Permit Areas-State License Plate		125.00	125.00
Unregistered vehicle lookup		2.50	2.50
Proficiency Examination			
Additional credit hours, each		35.00	35.00
Per examination (including first credit hour)	8	70.00	70.00
Program Fee			
Summer Scholars Program Comprehensive Enrollment Fee (Deposit)	5	350.00	350.00
Summer Scholars Program Comprehensive Program Fee	5	1,150.00	1,150.00
Recreational Sports Center			
Equestrian-Club Team Riding Fee/Semester		950.00	950.00
Intramural Semester Pass		35.00	35.00
Intramural Yearly Pass		60.00	60.00
Second Year (Pre-semester) Adventure Trip		335.00	335.00
Recreational Sports Center-Membership Fees			
Branch campus (MUH-MUM), Couple-12 month pass		511.00	511.00
Branch campus (MUH-MUM), Family-12 month pass		624.00	624.00
Branch campus (MUH-MUM), Individual Plus-12 month pass		368.00	368.00
Branch campus (MUH-MUM), Individual-12 month pass		279.00	279.00
Emeritus/retiree (or spouse), Couple-12 month pass		681.00	681.00
Emeritus/retiree (or spouse), Family-12 month pass		832.00	832.00
Emeritus/retiree (or spouse), Individual Plus-12 month pass		491.00	491.00
Emeritus/retiree (or spouse), Individual-12 month pass		372.00	372.00
Faculty/Staff (eligible for medical benefits)-Couple, 12 month pass		851.00	851.00
Faculty/Staff (eligible for medical benefits)-Family, 12 month pass		1,039.00	1,039.00
Faculty/Staff (eligible for medical benefits)-Individual (or spouse), 12 month pass		465.00	465.00
Faculty/Staff (eligible for medical benefits)-Individual Plus, 12 month pass		613.00	613.00
Faculty/Staff (not eligible for medical benefits)-Couple, 12 month pass		766.00	766.00
Faculty/Staff (not eligible for medical benefits)-Family, 12 month pass		935.00	935.00
Faculty/Staff (not eligible for medical benefits)-Individual (or spouse), 12 month pass		419.00	419.00
Faculty/Staff (not eligible for medical benefits)-Individual Plus, 12 month pass		552.00	552.00
Membership Joining Fee-Family		75.00	75.00
Membership Joining Fee-Individual		50.00	50.00
Residence Hall			
Temporary ID Card Fee		15.00	15.00
Residual ACT Testing Fee - Regional Campuses			
Residual ACT Testing Fee		42.50	42.50
Second year program offerings			
Second Year Pre-semester or Trip Fee		50.00	50.00

Special Course/Lab Charges-Hamilton Campus			
Art-ART 102	2,3	10.00	10.00
Art-ART 103	2,3	10.00	10.00
Art-ART 104	2,3	15.00	15.00
Art-ART 105	2,3	10.00	10.00
Art-ART 106	2,3	20.00	20.00
Art-ART 111	2,3	30.00	30.00
Art-ART 122	2,3	30.00	30.00
Art-ART 147	2,3	15.00	15.00
Art-ART 181	2,3	10.00	10.00
Art-ART 221	2,3	30.00	30.00
Art-ART 222	2,3	30.00	30.00
Art-ART 231	2,3	30.00	30.00
Art-ART 241	2,3	30.00	30.00
Art-ART 255	2,3	20.00	20.00
Art-ART 257	2,3	30.00	30.00
Art-ART 271	2,3	50.00	50.00
Art-ART 308E	2,3	20.00	20.00
Art-ART 321	2,3	30.00	30.00
Art-ART 322	2,3	30.00	30.00
Art-ART 331	2,3	30.00	30.00
Art-ART 341	2,3	30.00	30.00
Art-ART 342	2,3	30.00	30.00
Biology-BIO 115	2,3	25.00	25.00
Biology-BIO 116	2,3	25.00	25.00
Biology-BIO 161	2,3	25.00	25.00
Biology-BIO 171	2,3	25.00	25.00
Biology-BIO 172	2,3	25.00	25.00
Chemistry-CHM 111.L	2,3	25.00	25.00
Chemistry-CHM 131	2,3	25.00	25.00
Chemistry-CHM 144	2,3	25.00	25.00
Chemistry-CHM 145	2,3	25.00	25.00
Chemistry-CHM 231	2,3	25.00	25.00
Chemistry-CHM 244	2,3	25.00	25.00
Chemistry-CHM 245	2,3	25.00	25.00
Chemistry-CHM 332	2,3	25.00	25.00
Chemistry-CHM 364	2,3	25.00	25.00
Computer and Information Technology (CIT) course fee	2,3	50.00	50.00
Engineering Technology (ENT) course fee	2,3	50.00	50.00
Geology-GLG 115L	2,3	25.00	25.00
Geology-GLG 311	2,3	25.00	25.00
Microbiology-MBI 123	2,3	25.00	25.00
Microbiology-MBI 161	2,3	25.00	25.00
Nursing-NSG 261	2,3	200.00	200.00
Nursing-NSG 262	2,3	200.00	200.00
Nursing-NSG 313	2,3	200.00	0.00
Nursing-NSG 352	2,3	200.00	200.00
Nursing-NSG 354	2,3	200.00	200.00
Nursing-NSG 362	2,3	200.00	200.00
Nursing-NSG 364	2,3	200.00	200.00
Nursing-NSG 420	2,3	200.00	200.00
Nursing-NSG 431	2,3	200.00	200.00
Nursing-NSG 452	2,3	200.00	200.00
Nursing-NSG 462	2,3	200.00	200.00
Nursing-NSG 464	2,3	200.00	200.00
Physics-PHY 161	2,3	25.00	25.00
Physics-PHY 162	2,3	25.00	25.00
Physics-PHY 173	2,3	25.00	25.00
Physics-PHY 174	2,3	25.00	25.00
Physics-PHY 183	2,3	25.00	25.00
Physics-PHY 184	2,3	25.00	25.00

Physics-PHY 191	2,3	25.00	25.00
Physics-PHY 192	2,3	25.00	25.00
Teacher Education-EDT 181	2,3	25.00	25.00
Teacher Education-EDT 182	2,3	25.00	25.00
Special Course/Lab Charges-Middletown Campus			
Art-ART 102	2,3	10.00	10.00
Art-ART 103	2,3	10.00	10.00
Art-ART 104	2,3	15.00	15.00
Art-ART 105	2,3	10.00	10.00
Art-ART 106	2,3	20.00	20.00
Art-ART 111	2,3	30.00	30.00
Art-ART 122	2,3	30.00	30.00
Art-ART 147	2,3	15.00	15.00
Art-ART 181	2,3	10.00	10.00
Art-ART 221	2,3	30.00	30.00
Art-ART 222	2,3	30.00	30.00
Art-ART 231	2,3	30.00	30.00
Art-ART 241	2,3	30.00	30.00
Art-ART 255	2,3	20.00	20.00
Art-ART 271	2,3	50.00	50.00
Art-ART 308E	2,3	20.00	20.00
Art-ART 321	2,3	30.00	30.00
Art-ART 322	2,3	30.00	30.00
Art-ART 331	2,3	30.00	30.00
Art-ART 341	2,3	30.00	30.00
Art-ART 342	2,3	30.00	30.00
Biology-BIO 115	2,3	25.00	25.00
Biology-BIO 116	2,3	25.00	25.00
Biology-BIO 161	2,3	25.00	25.00
Biology-BIO 171	2,3	25.00	25.00
Biology-BIO 172	2,3	25.00	25.00
Chemistry-CHM 111.L	2,3	25.00	25.00
Chemistry-CHM 131	2,3	25.00	25.00
Chemistry-CHM 145	2,3	25.00	25.00
Chemistry-CHM 231	2,3	25.00	25.00
Chemistry-CHM 244	2,3	25.00	25.00
Chemistry-CHM 245	2,3	25.00	25.00
Chemistry-CHM 332	2,3	25.00	25.00
Chemistry-CHM 364	2,3	25.00	25.00
Computer and Information Technology (CIT) course fee	2,3	50.00	50.00
Engineering Technology (ENT) course fee	2,3	50.00	50.00
Geology-GLG 115L	2,3	25.00	25.00
Geology-GLG 311	2,3	25.00	25.00
Microbiology-MBI 123	2,3	25.00	25.00
Microbiology-MBI 161	2,3	25.00	25.00
Nursing-NSG 261	2,3	200.00	200.00
Nursing-NSG 262	2,3	200.00	200.00
Nursing-NSG 313	2,3	200.00	0.00
Nursing-NSG 352	2,3	200.00	200.00
Nursing-NSG 354	2,3	200.00	200.00
Nursing-NSG 362	2,3	200.00	200.00
Nursing-NSG 364	2,3	200.00	200.00
Nursing-NSG 420	2,3	200.00	200.00
Nursing-NSG 431	2,3	200.00	200.00
Nursing-NSG 452	2,3	200.00	200.00
Nursing-NSG 462	2,3	200.00	200.00
Nursing-NSG 464	2,3	200.00	200.00
Physics-PHY 161	2,3	25.00	25.00
Physics-PHY 162	2,3	25.00	25.00
Physics-PHY 173	2,3	25.00	25.00
Physics-PHY 174	2,3	25.00	25.00

Physics-PHY 183	2,3	25.00	25.00
Physics-PHY 184	2,3	25.00	25.00
Physics-PHY 191	2,3	25.00	25.00
Physics-PHY 192	2,3	25.00	25.00
Special Purpose Fee	2,3	20.00	20.00
Teacher Education-EDT 181	2,3	25.00	25.00
Teacher Education-EDT 182	2,3	25.00	25.00
Special Course/Lab Charges-Oxford Campus			
ACC 695 HBDI Assessment Fee	2,3	8.00	8.00
Art-ART 102	2,3	10.00	10.00
Art-ART 103	2,3	10.00	10.00
Art-ART 104	2,3	15.00	15.00
Art-ART 111	2,3	32.00	32.00
Art-ART 121	2,3	32.00	32.00
Art-ART 131	2,3	55.00	55.00
Art-ART 140	2,3	58.00	58.00
Art-ART 145	2,3	26.00	26.00
Art-ART 146	2,3	26.00	26.00
Art-ART 147	2,3	21.00	21.00
Art-ART 149	2,3	26.00	26.00
Art-ART 155	2,3	16.00	16.00
Art-ART 160	2,3	37.00	37.00
Art-ART 165	2,3	47.00	47.00
Art-ART 170	2,3	42.00	42.00
Art-ART 195	2,3	32.00	32.00
Art-ART 221	2,3	53.00	53.00
Art-ART 222	2,3	53.00	53.00
Art-ART 231	2,3	32.00	32.00
Art-ART 233	2,3	11.00	11.00
Art-ART 241	2,3	79.00	79.00
Art-ART 251	2,3	79.00	79.00
Art-ART 252	2,3	79.00	79.00
Art-ART 254	2,3	79.00	79.00
Art-ART 255	2,3	100.00	100.00
Art-ART 257	2,3	105.00	105.00
Art-ART 261	2,3	105.00	105.00
Art-ART 264	2,3	105.00	105.00
Art-ART 271	2,3	105.00	105.00
Art-ART 281	2,3	32.00	32.00
Art-ART 285	2,3	11.00	11.00
Art-ART 286	2,3	11.00	11.00
Art-ART 295	2,3	32.00	32.00
Art-ART 296	2,3	32.00	32.00
Art-ART 309	2,3	11.00	11.00
Art-ART 314	2,3	11.00	11.00
Art-ART 315	2,3	11.00	11.00
Art-ART 316	2,3	11.00	11.00
Art-ART 317	2,3	11.00	11.00
Art-ART 318	2,3	11.00	11.00
Art-ART 319	2,3	11.00	11.00
Art-ART 320	2,3	53.00	53.00
Art-ART 320A	2,3	50.00	50.00
Art-ART 320B	2,3	50.00	50.00
Art-ART 320C	2,3	50.00	50.00
Art-ART 331	2,3	32.00	32.00
Art-ART 332	2,3	32.00	32.00
Art-ART 341	2,3	105.00	105.00
Art-ART 342	2,3	105.00	105.00
Art-ART 343	2,3	20.00	20.00
Art-ART 344	2,3	20.00	20.00
Art-ART 345	2,3	20.00	20.00

Art-ART 350	2,3	32.00	32.00
Art-ART 351	2,3	105.00	105.00
Art-ART 352	2,3	105.00	105.00
Art-ART 354	2,3	105.00	105.00
Art-ART 357	2,3	105.00	105.00
Art-ART 358	2,3	105.00	105.00
Art-ART 361	2,3	105.00	105.00
Art-ART 362	2,3	105.00	105.00
Art-ART 364	2,3	105.00	105.00
Art-ART 365	2,3	105.00	105.00
Art-ART 371	2,3	105.00	105.00
Art-ART 372	2,3	105.00	105.00
Art-ART 386	2,3	11.00	11.00
Art-ART 389	2,3	11.00	11.00
Art-ART 395	2,3	32.00	32.00
Art-ART 421	2,3	32.00	32.00
Art-ART 422	2,3	32.00	32.00
Art-ART 431	2,3	32.00	32.00
Art-ART 432	2,3	32.00	32.00
Art-ART 441	2,3	105.00	105.00
Art-ART 442	2,3	105.00	105.00
Art-ART 450	2,3	105.00	105.00
Art-ART 451	2,3	105.00	105.00
Art-ART 452	2,3	105.00	105.00
Art-ART 455	2,3	11.00	11.00
Art-ART 457	2,3	105.00	105.00
Art-ART 458	2,3	105.00	105.00
Art-ART 461	2,3	105.00	105.00
Art-ART 462	2,3	105.00	105.00
Art-ART 464	2,3	105.00	105.00
Art-ART 471	2,3	105.00	105.00
Art-ART 472	2,3	105.00	105.00
Art-ART 480	2,3	11.00	11.00
Art-ART 485/585	2,3	11.00	11.00
Art-ART 486/586	2,3	11.00	11.00
Art-ART 487/587	2,3	11.00	11.00
Art-ART 489/589	2,3	11.00	11.00
Art-ART 492	2,3	32.00	32.00
Art-ART 493	2,3	32.00	32.00
Art-ART 495	2,3	32.00	32.00
Art-ART 541	2,3	100.00	100.00
Art-ART 542	2,3	100.00	100.00
Art-ART 555	2,3	10.00	10.00
Art-ART 557	2,3	100.00	100.00
Art-ART 561	2,3	100.00	100.00
Art-ART 562	2,3	100.00	100.00
Art-ART 564	2,3	100.00	100.00
Art-ART 571	2,3	100.00	100.00
Art-ART 585	2,3	10.00	10.00
Art-ART 586	2,3	10.00	10.00
Art-ART 587	2,3	10.00	10.00
Art-ART 589	2,3	10.00	10.00
Art-ART 640	2,3	100.00	100.00
Art-ART 650	2,3	100.00	100.00
Art-ART 660	2,3	100.00	100.00
Art-ART 664	2,3	100.00	100.00
Art-ART 670	2,3	100.00	100.00
Art-ART 680	2,3	10.00	10.00
Art-ART MPT/MPF 189	2,3	11.00	11.00
Art-ART/IMS 259	2,3	32.00	32.00
Art-ART/IMS 359	2,3	32.00	32.00

Art-MPC 497	2,3	11.00	11.00
Art-MPC 498/598	2,3	11.00	11.00
Art-MPC 598	2,3	11.00	11.00
Art-MPF 185	2,3	11.00	11.00
Art-MPF 187	2,3	11.00	11.00
Art-MPF 188	2,3	11.00	11.00
Art-MPF 279	2,3	11.00	11.00
Art-MPT 311	2,3	11.00	11.00
Art-MPT 312	2,3	11.00	11.00
Art-MPT 381	2,3	11.00	11.00
Art-MPT 382	2,3	11.00	11.00
Art-MPT 383	2,3	11.00	11.00
Art-MPT 480M/580M	2,3	11.00	11.00
Art-MPT 480W/580W	2,3	11.00	11.00
Art-MPT 580	2,3	10.00	10.00
BIO/MBI 115	2,3	25.00	25.00
BIO/MBI 115H	2,3	25.00	25.00
BIO/MBI 116	2,3	25.00	25.00
BIO/MBI 424	2,3	25.00	25.00
Biology-BIO 155	2,3	25.00	25.00
Biology-BIO 161	2,3	25.00	25.00
Biology-BIO 204	2,3	25.00	25.00
Biology-BIO 205	2,3	25.00	25.00
Biology-BIO 305	2,3	25.00	25.00
Biology-BIO 305W	2,3	25.00	25.00
Biology-BIO 328	2,3	25.00	25.00
Biology-BIO 333	2,3	60.00	60.00
Biology-BIO 333W	2,3	60.00	60.00
Biology-BIO 351	2,3	25.00	25.00
Biology-BIO 361	2,3	25.00	25.00
Biology-BIO 364	2,3	25.00	25.00
Biology-BIO 402	2,3	25.00	25.00
Biology-BIO 403	2,3	25.00	25.00
Biology-BIO 407	2,3	25.00	25.00
Biology-BIO 407W	2,3	25.00	25.00
Biology-BIO 408	2,3	60.00	60.00
Biology-BIO 409	2,3	25.00	25.00
Biology-BIO 410	2,3	25.00	25.00
Biology-BIO 410W	2,3	25.00	25.00
Biology-BIO 411	2,3	25.00	25.00
Biology-BIO 415	2,3	25.00	25.00
Biology-BIO 425	2,3	25.00	25.00
Biology-BIO 429	2,3	25.00	25.00
Biology-BIO 453	2,3	25.00	25.00
Biology-BIO 455	2,3	25.00	25.00
Biology-BIO 458	2,3	25.00	25.00
Biology-BIO 459	2,3	25.00	25.00
Biology-BIO 463	2,3	25.00	25.00
Biology-BIO 463W	2,3	25.00	25.00
Biology-BIO 464	2,3	25.00	25.00
Biology-BIO 465	2,3	25.00	25.00
Biology-BIO 482	2,3	25.00	25.00
Biology-BIO 482W	2,3	25.00	25.00
Biology-BIO 483	2,3	25.00	25.00
Botany-BOT 244, Lab Fee-Wine Course	2,3	175.00	175.00
Chemistry - CHM 111L	2,3	30.00	30.00
Chemistry - CHM 144	2,3	30.00	30.00
Chemistry - CHM 144H	2,3	30.00	30.00
Chemistry - CHM 144M	2,3	30.00	30.00
Chemistry - CHM 145	2,3	30.00	30.00
Chemistry - CHM 145H	2,3	30.00	30.00

Chemistry - CHM 145M	2,3	30.00	30.00
Chemistry - CHM 231L	2,3	30.00	30.00
Chemistry - CHM 244	2,3	30.00	30.00
Chemistry - CHM 332L	2,3	30.00	30.00
Chemistry - CHM 375	2,3	30.00	30.00
Chemistry - CHM 418	2,3	30.00	30.00
Chemistry - CHM 438	2,3	30.00	30.00
Chemistry-CHM 419	2,3	30.00	30.00
CHM436/MBI436/CPB436	2,3	42.00	42.00
Clinical Experience -Teacher Education-EDP 605	2,3	143.00	143.00
Clinical Experience -Teacher Education-EDP 605 TPA Testing	2,3	325.00	325.00
EDL 195 Facilitation & Group Dynamics	2,3	150.00	150.00
Education Leadership - EDL 290 R	2,3	50.00	50.00
Family Studies and Social Work -FSW 762	2,3	50.00	50.00
Family Studies and Social Work -FSW 763	2,3	50.00	50.00
Family Studies and Social Work-FSW 412	2,3	50.00	50.00
Family Studies and Social Work-FSW 661	2,3	50.00	50.00
Fashion Design-FAS 211	2,3	40.00	40.00
Fashion Design-FAS 212	2,3	40.00	40.00
Fashion Design-FAS 221A	2,3	90.00	90.00
Geology-GLG 115L	2,3	25.00	25.00
Geology-GLG 201	2,3	25.00	25.00
Geology-GLG 204	2,3	25.00	25.00
Geology-GLG 301	2,3	25.00	25.00
Geology-GLG 322	2,3	25.00	25.00
Geology-GLG 354	2,3	25.00	25.00
Geology-GLG 357	2,3	25.00	25.00
Geology-GLG 428	2,3	25.00	25.00
Geology-GLG 482	2,3	25.00	25.00
Gerontology- GTY 110	2,3	50.00	50.00
Gerontology- GTY 310	2,3	50.00	50.00
IMS 351 all section	2,3	65.00	65.00
Kinesiology and Health - KNH194L	2,3	35.00	35.00
Kinesiology and Health -KNH 104	2,3	150.00	150.00
Kinesiology and Health -KNH 182	2,3	26.00	26.00
Kinesiology and Health -KNH 183.L	2,3	26.00	26.00
Kinesiology and Health -KNH 184.L	2,3	33.00	33.00
Kinesiology and Health -KNH 203	2,3	150.00	150.00
Kinesiology and Health -KNH 244.L	2,3	33.00	33.00
Kinesiology and Health -KNH 284	2,3	26.00	26.00
Kinesiology and Health -KNH 285.L	2,3	26.00	26.00
Kinesiology and Health -KNH 287.L	2,3	26.00	26.00
Kinesiology and Health -KNH 288	2,3	26.00	26.00
Kinesiology and Health -KNH 289	2,3	26.00	26.00
Kinesiology and Health -KNH 381.L	2,3	33.00	33.00
Kinesiology and Health -KNH 382	2,3	33.00	33.00
Kinesiology and Health -KNH 404	2,3	150.00	150.00
Kinesiology and Health -KNH 4532 Active Work Station	2,3	35.00	35.00
Kinesiology and Health -KNH 468.L	2,3	33.00	33.00
Kinesiology and Health -KNH 484	2,3	26.00	26.00
Kinesiology and Health -KNH 568.L	2,3	31.00	31.00
Kinesiology and Health -KNH 668	2,3	31.00	31.00
Kinesiology and Health -KNH 683	2,3	31.00	31.00
Kinesiology and Health -KNH 688	2,3	31.00	31.00
Kinesiology and Health-Basketball Officiating Course-KNH 121	2,3	140.00	140.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.E	2,3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.F	2,3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.G	2,3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.H	2,3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.I	2,3	330.00	330.00
Kinesiology and Health-Goggin Ice Center Classes-(broomball, hockey, & skating)	2,3	60.00	60.00

Kinesiology and Health-Volleyball Officiating Course-KNH 122	2,3	140.00	140.00
Microbiology-MBI 123	2,3	25.00	25.00
Microbiology-MBI 143	2,3	25.00	25.00
Microbiology-MBI 201	2,3	25.00	25.00
Microbiology-MBI 201H	2,3	25.00	25.00
Microbiology-MBI 223	2,3	25.00	25.00
Microbiology-MBI 333	2,3	60.00	60.00
Microbiology-MBI 405	2,3	25.00	25.00
Microbiology-MBI 415	2,3	25.00	25.00
Microbiology-MBI 425	2,3	25.00	25.00
Microbiology-MBI 435	2,3	25.00	25.00
Microbiology-MBI 465	2,3	25.00	25.00
Microbiology-MBI 475	2,3	25.00	25.00
Microbiology-MBI 487	2,3	30.00	30.00
Microbiology-MBI 488	2,3	60.00	60.00
Microbiology-MBI 489	2,3	60.00	60.00
MKT 622 HBDI Assessment Fee	2,3	8.00	8.00
Music-MUS 100E, Marching Band-Fall Semester Only	2,3	105.00	105.00
Music-MUS 112, Lab Choir	2,3	20.00	20.00
Music-MUS 232A	2,3	23.00	23.00
Music-MUS 232B	2,3	23.00	23.00
Online Chemistry Prep Course-CHM149	2,3	350.00	350.00
Outdoor Pursuit Center Courses-KNH 150.A	2,3	180.00	180.00
Outdoor Pursuit Center Courses-KNH 150.B	2,3	180.00	180.00
Outdoor Pursuit Center Courses-KNH 150.C	2,3	180.00	180.00
Outdoor Pursuit Center Courses-KNH 150.J	2,3	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.K	2,3	240.00	240.00
Physics-PHY 103	2,3	25.00	25.00
Physics-PHY 161	2,3	25.00	25.00
Physics-PHY 162	2,3	25.00	25.00
Physics-PHY 191	2,3	25.00	25.00
Physics-PHY 191H	2,3	25.00	25.00
Physics-PHY 192	2,3	25.00	25.00
Physics-PHY 286	2,3	25.00	25.00
Physics-PHY 293	2,3	25.00	25.00
Physics-PHY 294	2,3	25.00	25.00
Physics-PHY 471	2,3	25.00	25.00
Psychology- PSY 351	2,3	50.00	50.00
School Psychology Testing Library Fee	2,3	50.00	50.00
Speech Pathology and Audiology-SPA 605	2,3	100.00	100.00
Speech Pathology and Audiology-SPA 750	2,3	100.00	100.00
Teacher Education-ART 419	2,3	294.00	294.00
Teacher Education-ART 419.I	2,3	1,260.00	1,260.00
Teacher Education-ART 419.O	2,3	840.00	840.00
Teacher Education-EDP 419F	2,3	143.00	143.00
Teacher Education-EDP 419F TPA Testing	2,3	325.00	300.00
Teacher Education-EDT 419A	2,3	143.00	143.00
Teacher Education-EDT 419A TPA Testing	2,3	325.00	325.00
Teacher Education-EDT 419E	2,3	143.00	143.00
Teacher Education-EDT 419E TPA Testing	2,3	325.00	325.00
Teacher Education-EDT 419M	2,3	143.00	143.00
Teacher Education-EDT 419M TPA Testing	2,3	325.00	325.00
Teacher Education-EDT 519	2,3	136.00	136.00
Teacher Education-EDT 519 TPA Testing	2,3	150.00	150.00
Teacher Education-EDT 519A	2,3	136.00	136.00
Teacher Education-EDT 519A TPA Testing	2,3	150.00	150.00
Teacher Education-MUS 175	2,3	69.00	69.00
Teacher Education-MUS 355	2,3	69.00	69.00
Teacher Education-MUS 359	2,3	69.00	69.00
Teacher Education-MUS419	2,3	347.00	347.00
Theatre- THE 292	2,3	100.00	100.00

Theatre-THE 131 Field Trip Fee	2,3	17.00	17.00
Theatre-THE 151	2,3	75.00	75.00
Theatre-THE 210B	2,3	90.00	90.00
Theatre-THE 210E Puppetry Supplies Fee	2,3	55.00	55.00
Theatre-THE 253 Supplies	2,3	12.00	12.00
Theatre-THE 258 Supply Fee	2,3	100.00	100.00
Theatre-THE 455F Advanced problems in advanced mask up and mask design	2,3	200.00	200.00
Student Affairs			
Activity No-Show Fee		10.00	10.00
Student Counseling Services			
Attentional Problem Evaluation		25.00	25.00
Counseling Session-no show (Psychiatric follow-up)		25.00	25.00
Counseling Session-no show any session		25.00	25.00
Psychiatric services - follow-up/medical check		25.00	25.00
Psychiatric services - initial psychiatric evaluation		40.00	40.00
Therapy/Counseling, per session (first five sessions covered by general fund)		25.00	25.00
Student Health Services			
Appointment No-Show Fee		20.00	20.00
Insurance Waiver - Late Processing Fee		35.00	35.00
Miscellaneous OTC Personal Health Products		.10 - .50	.10 - .50
Student Legal Services			
Student Legal Services, per year		20.00	20.00
Student Orientation Program			
Confirmation Deposit (Oxford Pathway program)	2,3	95.00	95.00
Orientation Housing per night		30.75	35.00
Orientation Meal (per person)		30.00	30.00
Orientation Parking Fee		3.00	3.00
Pre-Semester Pilot Program		250.00	250.00
Regional Orientation & Registration Fee (S.O.A.R) NOTE: Non-Refundable	2,3	40.00	40.00
Substance Abuse Violations			
Chemical abuse education program		200.00	200.00
Substance abuse assessments		250.00	250.00
Two hour substance abuse program		150.00	150.00
Two hour tobacco cessation program		150.00	150.00
Test Administration Fee			
CLEP		20.00	20.00
Distance Learning Exam		20.00	20.00
MAT Exam		20.00	20.00
Theatre			
General Admission-Students required to attend for class (THE 191)		6.00	6.00
Transcript			
Regular orders, per copy		8.00	8.00
Special orders, per copy		12.00	12.00
Wilks Leadership Institute			
LeaderShape participant fee		150.00	150.00
Scholar Leader Winter Immersion Service Experience (WISE) deposit		75.00	75.00
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) Non-refundable.
- (2) Subject to partial refund of fee paid upon withdrawal as determined by the Vice President for Finance and Business Services.
- (3) In addition to the instructional and general fees, and the tuition surcharge, if applicable.
- (4) 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.
- (5) MU faculty, staff, and students receive a 25% discount w/valid ID.
- (6) Students pay one-third of the posted fee for services.
- (7) 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.
- (8) 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.
- (9) \$400 is non-refundable if a student does not enroll.

APPROPRIATION ORDINANCE 2020-xx

BE IT ORDAINED: by the Board of Trustees that the Operating Budget for Fiscal Year 2019-20, as presented at this meeting, be and it hereby is enacted with the following current expenditures and transfers for the major purposes as follows:

General Fund Expenditures:	
Salaries	\$219,336,535
Benefits	\$75,023,133
Financial Aid	\$142,582,893
Less: Scholarships Treated as Discount	\$(103,956,021)
Utilities	\$14,451,384
Support Expense	\$42,094,848
Subtotal General Fund Expenditures	\$389,532,772
General Fund Transfers	
Debt Service (mandatory transfer)	\$7,273,251
General Fee and Other (non-mandatory transfers)	\$63,306,060
Total General Fund	\$460,112,083
Designated Fund	\$51,382,494
Restricted Fund	\$61,603,751
Auxiliary Enterprises:	
Expenditures	\$121,777,763
Debt Service (mandatory transfer)	\$50,350,439
Other Transfers	\$28,214,388
Total Auxiliaries	\$200,342,590
TOTAL	\$773,440,917

Be it Further Ordained: that the above appropriations include aggregate merit and salary improvement increases for faculty and staff equal to two percent (2.0%) effective with the beginning of the appointment year; and

Be it Further Ordained: that the Senior Vice President for Finance and Business Services and Treasurer, with the approval of the President, may make such adjustments as are necessary in the operating budget within the limits of available funds or within the limits of additional income received for a specific purpose ("restricted funds").



BOARD OF TRUSTEES
ROUDEBUSH HALL ROOM 212
OXFORD, OHIO 45056
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(513) 529-3911 FAX
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June 28, 2019
Other Business

RESOLUTION R2019-xx

BE IT RESOLVED: that the Board of Trustees, upon the recommendation of the President, hereby elects Dr. Jason Osborne as Provost and Executive Vice President for Academic Affairs, to become effective August 1, 2019.



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June 28, 2019
Other Business

RESOLUTION R2019-xx

Resolution of Appreciation for John W. Altman

WHEREAS, John W. Altman was appointed a Miami University Trustee on July 1, 2013; and reappointed on July 1, 2016; and

WHEREAS, this term expires on June 30, 2019; and

WHEREAS, John W. Altman has thoughtfully and ardently served Miami University as a Board member, as Chair of the Finance and Audit Committee, and as a tireless Miami supporter; and

WHEREAS, John earned a Bachelor of Arts in Economics, and an honorary Doctor of Humane Letters from Miami University, studied at Harvard University's Graduate School of Business, and received honorary Doctorates from Sierra Nevada College, and Phillips Graduate Institute; and

WHEREAS, he tirelessly seeks out ways to aid and assist others to succeed; generously supporting Miami's Humanities Center, the Altman Summer Internship Program, the Altman Clinical Professorship, the Altman Undergraduate, Graduate and Faculty Fellows and Scholars Programs, and the Altman Institute for Entrepreneurship; and

WHEREAS, John was the first Richard A. Forsythe Professor of Entrepreneurship and first director of the Thomas C. Page Center for Entrepreneurship at Miami University; and

WHEREAS, from those humble and energetic beginnings, Miami's Entrepreneurship program has grown to become one of Princeton Review's Top Ten public undergraduate Entrepreneurship Programs for the past eleven years in a row; and

WHEREAS, John is also exceptional in the classroom, applying the case study method to receive the Associated Student Government Outstanding Teacher Award in 1994, as well as the Miami Greek Associations' Outstanding Faculty/Staff Award in 1997; and

WHEREAS, for more than three decades, John has been a successful entrepreneur, having owned, founded, and/or been a partner in six businesses, two of which were ultimately sold to multinational companies; and

WHEREAS, He also served as a senior manager of two multinational corporations, Rohm & Haas and ICI; and

WHEREAS, the sound strategic planning and financial leadership during John's tenure enabled an unprecedented transformation of the Oxford campus. The student experience will be enhanced for generations to come, through the renovation and expansion of numerous existing buildings, the rebirth of Gaskill, Culler and Rowan Halls as the Armstrong Student Center, and the construction of entirely new facilities; and

WHEREAS, the Miami Trustees, faculty, staff, and students will miss John's strong commitment to service, wisdom, experience, and extraordinary insight.

NOW, THEREFORE BE IT RESOLVED, that the members of the Miami University's Board of Trustees do hereby express their sincere gratitude and deepest appreciation for John W. Altman's service and leadership; and

BE IT FURTHER RESOLVED, that the members of this Board offer their best wishes for his continued good health and success in all future endeavors, and extend an open invitation to John and Kate to visit often in the years ahead.

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



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June 28, 2019
Other Business

RESOLUTION R2019-xx

Resolution of Appreciation for Terry Hershey

WHEREAS, Terry Hershey was appointed a Miami University Trustee on July 1, 2013; and reappointed on July 1, 2016; and

WHEREAS, this term expires on June 30, 2019; and

WHEREAS, Terry Hershey has thoughtfully and ardently served Miami University as a Board member, as Chair of the Academic and Student Affairs Committee, and as a tireless Miami supporter; and

WHEREAS, Terry earned a Bachelor of Arts in International Studies from Miami University, a Masters in Journalism from Northwestern, a Masters in Public Administration from Northern Illinois, and an Executive MBA from Columbia University; and

WHEREAS, beyond serving higher education through the Board of Trustees, Terry is a former faculty member, teaching journalism at Northwestern University; and

WHEREAS, she transitioned to managing several newspapers in suburban Chicago, then on to a successful and distinguished career at Time Warner, Inc.; and

WHEREAS, Terry progressed at Time Warner, refining the extraordinary skills which have served Miami University so exceptionally; she engaged in corporate strategic planning, long-term business planning, venture investing, game development, digital publishing, and harnessing new technology to provide business opportunities. Ultimately serving as Vice President of Strategy Development, and President, Entertainment Division; and

WHEREAS, after departing Time Warner she formed TLH Associates, a consulting practice focused on strategic planning, business planning and development, and project management; and

WHEREAS, Terry's accomplishments extend beyond the business world to community service. Terry served on the Northwestern University Medill School of Journalism Board of Visitors, as well as several Denver-based boards, including LoDo Cares which coordinates and sponsors philanthropic activities in the historic downtown district of Denver, and as the founding Board Chair of the Downtown Denver Expeditionary School; and

WHEREAS, her services extends to the environment, co-founding, an environmental education center in Colorado dedicated to educating people about green energy generation, conservation of the environment, native wildlife and plant life, horticulture and domestic livestock; and

WHEREAS, the Miami Trustees, faculty, staff, and students will miss Terry's strong commitment to service, wisdom, experience, and extraordinary insight.

NOW, THEREFORE BE IT RESOLVED, that the members of the Miami University's Board of Trustees do hereby express their sincere gratitude and deepest appreciation for Terry Hershey's service and leadership; and

BE IT FURTHER RESOLVED, that the members of this Board offer their best wishes for her continued good health and success in all future endeavors, and extend an open invitation to Terry and Al to visit often in the years ahead.

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



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June 28, 2019
Other Business

RESOLUTION R2019-xx

Resolution of Appreciation for Phyllis Callahan

WHEREAS, Provost Phyllis Callahan traveled from New Jersey to Oxford, Ohio in 1988 to begin her many years of distinguished and dedicated service to Miami University; and

WHEREAS, Provost Callahan will retire from service as Provost and Professor effective August 1, 2019; and

WHEREAS, Phyllis earned both a Bachelor and a Master of Science in Biological Sciences, from Fairleigh Dickerson University, and earned a Ph.D. in Physiology and Neurobiology, from Rutgers University; and

WHEREAS, she conducted post-doctoral research at Memorial Sloan – Kettering Cancer Center, and at the University of Medicine and Dentistry of New Jersey's Robert Wood Johnson Medical school; and

WHEREAS, Phyllis was a teaching assistant at Fairleigh Dickinson, a teaching assistant and lecturer at Rutgers University, and a professor at Miami University; and

WHEREAS, she has served students, the profession, the sciences, the community and society, throughout her many years of dedicated and selfless teaching, research, and service; and

WHEREAS, the Miami community is deeply grateful that she chose to devote over three decades of her distinguished career and service to Miami University; and

WHEREAS, Provost Callahan has served as a faculty member of the Department of Zoology, now Biology, and as an Affiliate with the Women and Gender Studies Program; and

WHEREAS, she took on the challenge to co-chair and lead Miami's strategic planning, 2020 efforts, establishing the plan which guided Miami through the economic challenges in the aftermath of the Great Recession; and

WHEREAS, Miami weathered those challenges to enter the future stronger than before, recognized by U.S. News and World Report both as a top university

for undergraduate education, and as the nation's number one, most efficient university in achieving student success; and

WHEREAS, Provost Callahan achieved and completed the goals of Miami 2020, then implemented a fair-sighted program to continue Miami's success, Boldly Creative; and

WHEREAS, Boldly Creative funds academic and research programs to advance knowledge, prepare students, further Miami's reputation, and develop partnerships, to create sustainable, in-demand programs to generate new revenues and meet the needs of students, the State of Ohio, the nation, and the global society; and

WHEREAS, the Miami Trustees, faculty, staff, and students will miss Phyllis's strong commitment to service, wisdom, experience, and extraordinary insight.

NOW, THEREFORE BE IT RESOLVED, that the members of the Miami University's Board of Trustees do hereby express their sincere gratitude and deepest appreciation for Provost Phyllis Callahan's service and leadership; and

BE IT FURTHER RESOLVED, that the members of this Board offer their best wishes for her continued good health and success in all future endeavors, and extend an open invitation to Phyllis and Jim to visit often in the years ahead.

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

Board of Trustees

June 2019



MIAMI UNIVERSITY

University Advancement Report

Tom Herbert, J.D.

Senior Vice President, University Advancement
President, Miami University Foundation



MIAMI UNIVERSITY

FY'19 Fundraising To Date

- » Goal: \$100 million
- » Raised: \$62.5 million (63% of goal)
- » \$98 million in \$1M+ proposals submitted
- » \$7 million in \$1M+ proposals to be submitted

FY'19 Fundraising To Date

- » Predict a FY'19 close of \$65 million
- » \$30 million delayed per donor wishes until Fall
- » 3yr rolling average since FY'17 is approx. \$83 million
- » 3yr rolling average in FY'15 was approx. \$57 million

Miami Promise Scholarship Campaign

- » Goal: \$100 million
- » Raised to date: \$159.5 million (159% of goal)
- » Extend match for \$1B campaign

Miami Promise Scholarship Campaign

- » FY'15: \$18.0 million goal -- \$20.8 million raised
- » FY'16: \$18.0 million goal -- \$30.0 million raised
- » FY'17: \$18.7 million goal -- \$29.2 million raised
- » FY'18: \$20.7 million goal -- \$53.2 million raised
- » FY'19: \$24.6 million goal -- \$26.3 million raised to date

Farmer School of Business Campaign

- » Seven year campaign for \$250 million
- » Timeline: July 1, 2016 – June 30, 2023
- » Time line extended
- » Raised to date: \$73 million
- » Cash received: \$19.7 million

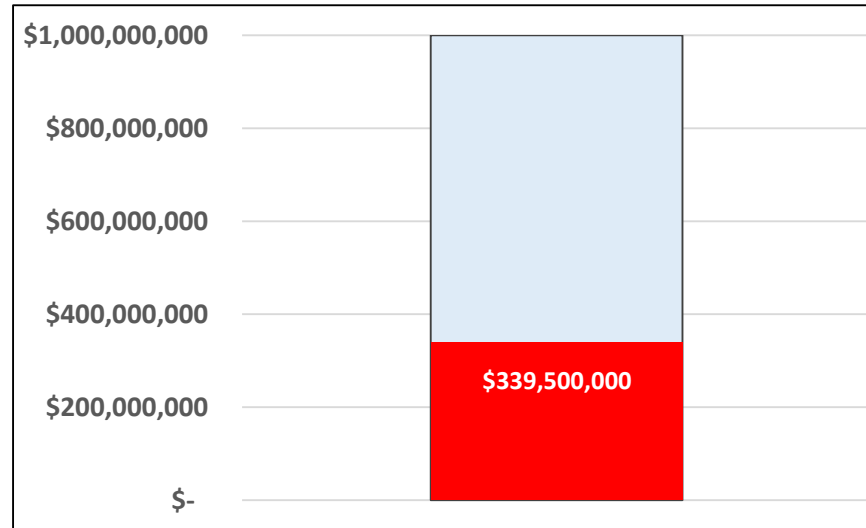
The Humanities Center

- » Fundraising target: \$1.5 million (NEH Challenge Grant, by July '19)
- » Raised to date: \$1.5 million +
- » Completed the challenge, will receive rest of match

\$1B Campaign Progress Report

- » Goal: \$1 billion
- » Raised to date: \$339.5 million (33% of goal)
- » Estimate of \$340 million by end of FY

\$1B Campaign Progress Report



MU Foundation Strategic Plan

- » Process will begin in September
- » Will be congruent with University Plan
- » Formally adopted in February

University Advancement Report

Questions?

Thank you!



**MIAMI UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Board of Trustees Meeting
Oxford Campus, Marcum Conference Center, Rooms 180-186
Thursday, May 16, 2019**

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 was given prior to holding this joint meeting of Board of Trustees' Academic and Student Affairs Committee, and Finance and Audit Committee.

The meeting was called to order at 11:45 a.m. in the Marcum Conference Center, on the Oxford Campus with the Board Vice Chair, Thomas Gunlock presiding. Roll was called with a majority of each committee present, constituting a quorum. In addition to the committee members; Provost Phyllis Callahan, Senior Vice Presidents David Creamer, Thomas Herbert, and Michael Kabbaz; and Vice Presidents Jayne Brownell, David Seidl and Michele Sparks were also present; as was Robin Parker, General Counsel; Randi Thomas, Director of Institutional Relations; and Ted Pickerill, Executive Assistant to the President and Secretary to the Board of Trustees. Also attending, to make presentations to the Committees, were Associate Vice President for Admission, Susan Schaurer; and Associate Vice President for Facilities Planning and Operations, Cody Powell. Additional members of the Miami Community were also in attendance to observe or assist.

Roll call of Trustees:

Present: John W. Altman (National Trustee)	Zachary Haines
C. Michael Armstrong (National Trustee)	Terry Hershey (National Trustee)
David H. Budig	Hallie Jankura (Student Trustee)
Megan Cremeans (Student Trustee)	John C. Pascoe
Robert E. Coletti (National Trustee)	Diane Perlmutter (National Trustee)
Sandra D. Collins	Mark E. Ridenour
Thomas W. Gunlock	Rodrick Robinson
	Robert W. Shroder

Absent: Mary Schell

Secretary Pickerill informed the Committee that there was an addition to the agenda, an executive session as a final item, to address Personnel Matters, the hiring of a public employee.

Capital Projects and Construction

Associate Vice President Cody Powell updated the Trustees on the status of major projects. He confirmed that Wilson Hall is scheduled for deconstruction, that renovation work would soon begin on Stanton Hall, and that the scheduled Dodd's Hall renovation would be delayed until next year, to accommodate the large fall 2019 cohort.

Pearson Hall Phase 2 is ahead of schedule, work on the South Chiller is nearing completion, and the week-long process of filling the tank has begun. The foot bridge on Western Campus is being restored, but the utility tunnel which was co-located with the bridge will not be restored; the utilities accommodated by the tunnel are no longer required, due to Miami's geothermal efforts.

Mr. Powell concluded by informing the group that Miami had received the Association for the Advancement of Sustainability in Higher Education gold star rating, the first time ever for Miami.

AVP Powell's presentation is included as Attachment A.

Enrollment Update

Associate Vice President for Admission, Susan Schaurer, provided an overview of Fall 2019 admissions to date. She stated the incoming cohort will be the largest ever, and thanked the entire Miami community for their efforts. She reviewed the class profile and key metrics, including a reduction of 121 international students, but an increase of over 350 domestic non-resident students.

She explained the drop in the College of Arts and Science enrollment which was due to reduced numbers of University Studies students, as more were admitted directly to the Farmer School, as compared to prior years. She also reviewed state by state confirmation trends, and discussed NTR, which is approximately the same as last year.

She highlighted the presidential fellows numbers, the national pathways program, and ACE. Regarding ACE, she stated that as TOEFL average score requirements decrease nationally, the demand for Miami's ACE program declines. Transfer students remain a small portion of each cohort.

AVP Schaurer's presentation is included as Attachment B.

Managing a Large Cohort

Provost Callahan, Senior Vice Presidents Creamer and Kabbaz, and Vice President Brownell, then informed the Board of their plans and actions to accommodate the large incoming class. They all stated that there had been early indications of the possible size, and that each had begun planning early to meet the increased enrollment. For example, SVP Creamer stated that the scheduled renovation of Dodds Hall would be delayed, thus making available over 200 additional beds.

Their presentation is included as Attachment C.

University Communications and Marketing

Vice President and Chief Communications and Marketing Officer Michele Sparks updated the Trustees on University Communications and Marketing. She outlined and discussed the strategic initiatives of UCM, which include:

- Organizational Structure of UCM
- Brand Recharge
- Website
- Peer-to-Peer Ranking Strategy
- Robust Social Media and Digital Strategy
- Comprehensive News Media Strategy

She next provided a look ahead and highlighted UCM's long-term goals, which include:

- More synergy and continuity across the university with marketing endeavors
- Development of a 12-month marketing plan
- Further support and collaboration with EMSS
 - Re-evaluate and refine collateral
 - Further use of targeted digital strategies

She then provided an overview of the findings and results of the brand research conducted by Stamats, which helped identify Miami University brand perceptions held by several key audiences. Next steps, following review of this research, will include development of brand pillars, promise and characteristics.

She answered a number of questions, including use of the Miami "M", social media use, and coordination with communication directors from units across campus.

VP Sparks' presentation is included as Attachment D.

Executive Session

Trustee Ridenour moved, Trustee Budig seconded, and by unanimous roll call vote, with eight voting in favor and none opposed, the combined Committees convened into Executive Session for Personnel Matters, the hiring of a public employee, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

Other Business

The Board returned to public session.

Adjournment of Meeting

With no other business to come before the Board, Trustee Ridenour moved, Trustee Robinson seconded, and by unanimous voice vote, the Board adjourned at 1:30 p.m.

A handwritten signature in black ink, appearing to read 'T. O. Pickerill II', followed by a horizontal line.

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

**MIAMI UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Board of Trustees Meeting
Oxford Campus, Marcum Conference Center, Rooms 180-186
Friday, May 17, 2019**

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 was given prior to holding 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, Trustee David Budig, presiding. The roll was called with a majority of Trustees present, constituting a quorum; Student Trustee Kulis arrived following the call of roll. In addition to the Board members; President Greg Crawford, Provost Phyllis Callahan, Senior Vice Presidents David Creamer, Thomas Herbert, and Michael Kabbaz; and Vice Presidents Jayne Brownell, Ronald Scott, David Seidl and Michele Sparks were also present; as were; Robin Parker, General Counsel; Randi Thomas, Director of Institutional Relations; and Ted Pickerill, Secretary to the Board of Trustees. Members of the faculty, staff, student body, and community were also in attendance.

Present: John W. Altman (National Trustee)	Terry Hershey (National Trustee)
C. Michael Armstrong (National Trustee)	William Kulis (Student Trustee)
Jagdish K. Bhati	John C. Pascoe
David H. Budig	Diane Perlmutter (National Trustee)
Megan Cremeans (Student Trustee)	Mark E. Ridenour
Robert E. Coletti (National Trustee)	Rodrick Robinson
Sandra D. Collins	Robert W. Shroder
Zachary Haines	

Absent: Thomas W. Gunlock, Mary Schell
William Kulis (Student Trustee) arrived after the call of roll, at 9:30 a.m.

Comments from the Public

Food Pantry

Professor Emeritus David Rosenthal informed the Board of the efforts of the local non-profit food pantry to meet the needs of the local community. The Board lauded the efforts, and SVP Creamer stated that the Dining administrators are working with the Food Pantry to assist the community, and with ASG to address food insecurity amongst students.

**Association of Governing Boards (AGB) Nason Award for Board Excellence,
sponsored by TIAA**

Dr. Kristen Hodge-Clark, AGB Vice President of Best Practice and Innovation presented the AGB Nason Award for Board Excellence to Miami University's Board of Trustees. She spoke of the Board's Innovation and Creativity, as evidenced by Miami's 2020 Strategic Plan,

and the Armstrong Institute for Interactive Media students. She was assisted in the presentation by representatives from TIAA, the award sponsor – Mr. Christopher Wedzikowski, Managing Director, Institutional Retirement, and Mr. Randall Canent, Director, TIAA Endowment and Philanthropic Services.

Chair Budig thanked AGB, TIAA, and recognized Miami's faculty and staff, stating that it was through their efforts that this award was received, and that it is an honor to work with such a wonderful group of devoted and dedicated people

Public Study Session

Chair Budig welcomed everyone to the meeting, recognizing Miami's newly appointed Trustees, Mary Schell and Will Kulis. He then invited Vice President for Diversity and Inclusion, Dr. Ron Scott, to update the Board.

Climate Survey Report

VP Scott addressed the Climate Survey Report, stating the final recommendation have been submitted to address three major areas - communication/sharing information, training and education, and assessment. He then highlighted Miami's recent diversity publication, which was provided that day to each of the Trustees.

He discussed Miami's joining the national conversation to acknowledge and reflect upon past racial terror and to advocate for social justice in America. He told of Henry Corbin, and Simon Garnett, two African American men lynched during the 1800's in Oxford, Ohio. Miami created an academic course to research the lynching, which found the location, reclaimed the soil and sent it to Alabama, to be part of the Equal Justice Initiative. He also relayed that on June 16, 2019, a group of Miami students, faculty, and staff will travel to Mt. Zion United Methodist Church in Philadelphia, Mississippi to present the Freedom Summer of '64 award. The Church has never forgotten, and recognizes the Summer of '64 each year, and Miami will be honoring them.

The Diversity and Inclusion Report is included as Attachment A.

Greek Life

Chair Budig next turned to Vice President for Student Life, Dr. Jayne Brownell, to update the Board of Trustees on the Honoring Fraternity recommendations. VP Brownell recognized and thanked her staff who work closely with Greek and other student organizations. The Honoring Fraternity recommendations were created to establish a national model for a professional, responsible, and meaningful fraternity experience. She provided an overview of the initiative, the recommendations, and progress to date on their implementation.

VP Brownell answered questions, and Trustees commented on the importance of personal responsibility, and faculty/staff mentors.

VP Brownell's presentation and the Honoring Fraternity Report are included as Attachment B.

Strategic Planning Update

Bob Applebaum, and Julia Guichard, co-chairs of the Strategic Planning Steering Committee updated the Board on the progress of the Committee, highlighting the Committee's recommendations.

The Strategic Planning presentation is included as Attachment C.

Public Business Session

Approval of Prior Meeting Minutes

Trustee Shroder moved, Trustee Robinson seconded, and by voice vote, the minutes of the prior meeting of the Board of Trustees were unanimously approved, with all voting in favor and none opposed.

Consent Calendar

Resolutions on the Consent Calendar, included:

- Designation of Emerita/Emeritus
- Campus Naming

Trustee Ridenour moved, Trustee Haines seconded, and by voice vote, the resolutions on the Consent Calendar were unanimously approved, with all voting in favor and none opposed.

All resolutions from the Consent Calendar are included as Attachment D

Comments by the Chair

Chair David Budig relayed the following information:

Good morning and welcome to this meeting of the Miami University Board of Trustees.

During our February meeting, we unfortunately had to say farewell to one of our State Trustees and one of our Student Trustees as their terms had expired.

I am very pleased to say that Governor DeWine has acted very quickly and has provided Miami with two new extremely talented Trustees to fill those vacated spots.

The first appointment is Mary Schell from Columbus, Ohio. Mary is the Chief Public Affairs Officer for the Wendy's Company and has been actively involved on the Board of the Miami University Dolibois European Center. Unfortunately, Mary was unable to join us today but we look forward to seeing her at our June meeting.

The other appointment is our new Student Trustee, William Kulis from Kent, Ohio. William is finishing his sophomore year and is majoring in marketing and entrepreneurship. He

was a Delta Chi pledge class president and is also a member of the Pi Sigma Epsilon marketing and sales fraternity.

We welcome you both to the Board of Trustees and we look forward to working with you in the years ahead.

Before I begin my remarks, I would like to give a “shout out” to Brad Bundy and his three talented children in their musical guest on “The Voice.” Megan, Katey and Ryan (all Miami alumni) were the first trio to ever perform on “The Voice” and they made Miami extremely proud. This was personally exciting for me since Brad’s son, Ryan and my son roomed together during their time at Miami. It is clear who had the talent out of those two kids!

As we prepare for our 180th Commencement tomorrow, graduating more than 3,000 students, I wanted to share my reflections as Chair of the Board on the school year just completed.

You may recall during my February Board remarks, I mentioned that Miami is not immune to the challenges facing higher education however we could not allow ourselves to fixate only upon the challenges and negatives. I am very pleased to say that we continue to see tremendous successes and this is in large part due to President Crawford’s leadership and commitment to this great institution combined with hard work from his PEC, his Dean’s and his faculty and staff.

This has been a Record Year

Let me review a few of our great accomplishments.

Starting with student recruitment, the Class of 2023 will be a record year with more than 4,500 high school seniors committing to Miami which is 400 more students than last year’s class. It is the largest class in our history and this was accomplished without compromising our academic standards. The incoming class will have a higher yield and academic quality than last year’s class and will include over 350 more out-of-state domestic students, an increase in students of color and the first cohort of the Presidential Fellows Program, with an average ACT of 34.8.

This success means our reputation in the “marketplace” continues to grow as a top undergraduate teaching institution; we are a leader in higher education and number one in the state of Ohio for providing the highest return on investment for our students over their career versus the cost of their education while at Miami.

We have a new career exploration and success model where first-year students are thinking long term careers from Day One and we continue to provide many top ranked programs from Entrepreneurship to Business to Engineering to e-sports and gaming.

It is clear that when students visit “Make it Miami” and they see the faculty, staff, deans, vice presidents, provost and President greet them personally, they understand the reality of Miami - we care about our students and we are the best at training and educating undergraduates.

Thank you to everyone who have put so much time and effort into making this another record year!

We have a new Model for Higher Education

We have embarked on a year with significant change:

- We are defining a process to be more agile-focused on our budgeting and to continuously be more effective and productive with limited resources while maintaining our ranking as the most efficient university in the country.
- We launched a change-focused investment strategy called Boldly Creative, a \$50M fund to drive academic excellence, innovation, and development of new and in-demand programs. We have heard about some of these investments already this week in nursing and health, data and analytics, and robotics and automation.
- Our Advancement group radically reformed its organizational structure with the inclusion of an outside CIO firm, significant changes to fundraiser strategies and portfolios and a robust corporate and foundation team.
- We incorporated a new leadership program for succession planning to better prepare our upcoming leaders at Miami, borrowing best practices from industry leaders on the subject.
- We elevated our innovation-focused efforts around pulling inventions and patents into our research and entrepreneurial ecosystem from Wright-Patterson Air Force Base and Procter & Gamble.
- We joined the higher education consortium Unizon which ramps up digital learning and teaching tools while savings students an average of 60% versus hardcover textbooks.

President Crawford will address these organizational changes and forward-looking strategies in his remarks soon but let me emphasize what is clear here.... Miami is on a positive trajectory and these strategies will catapult us into an even stronger position. It is critical that we take the lead in the transformations that are so vital to the future of higher education and that we continue to be leaders in Ohio in so many facets.

Thank you to all the faculty, staff and students who are key players in this change and for being open to new ways of operating and to a more continuous process of evaluation, investment, and execution.

We have a Change-Focused Investment in Degrees and Programs

The past year has been remarkable on many fronts. There is an unprecedented burst of activity on the curriculum front to position us for the dynamic and accelerating world of continuous change.

There are new, exciting and in-demand programs in the process of being approved this year. Each one took a tremendous amount of time, effort, innovative thought and wisdom from many individuals to develop. They include:

- Bachelor of Science in Data Sciences

- Bachelor of Arts in Data Analytics
- Organizational Leadership
- Bachelor of Science in Gaming and Simulation
- Masters of Science in Business Analytics
- Masters of Science in Interactive Media Studies
- A new Department in Interactive Media Studies
- A re-visioning of our Interdisciplinary Western Program, now called Western Program for Social Impact & Innovation.

All of these programs are expected to launch no later than Fall, 2020.

But that's just the beginning. There are other degrees and programs in developmental or exploratory stages for the future thanks to our Boldly Creative investment fund. They include:

- Expanding the existing Bachelor of Science in Nursing
- Masters of Science in Nursing with tracks in Physician's Assistant, Leadership and Education
- An online doctorate in nursing of practice
- Post-baccalaureate premedical studies certificate
- Master of Science in Premedical Studies
- Bachelor of Science in Robotics
- Bachelor degree in cyber security and
- Masters of Science in Business Management

Miami is moving in a way that surpasses anything we have seen in the past several decades. These new degrees and programs under exploration and development will advance Miami University into the future and empower Ohio's workforce and intellectual resources with in-demand degrees and assist in attracting top talent to the state.

Miami's John W. Altman Institute for Entrepreneurship Continues to Define Why it is One of the Top Ranked Entrepreneurship Programs in the Country.

Miami is on the leading edge of entrepreneurship education, uniting our liberal arts heritage, our unsurpassed education and our commitment to real-world experience for our students in an ecosystem of innovative learning and practice.

This includes a host of classes and programs such as startup weekends, pitch competitions, and launch accelerators.

This past semester, more than 100 students from across our campus (which included more than 30 majors) participated in this entrepreneurial environment by presenting their business ideas at the Venture Pitch Competition.

More than 80 business leaders from 10 states traveled to Oxford to judge these startups. They included alumni from Austin, Charlotte, Charlottesville, Chicago, Cincinnati, Cleveland, Columbus, Dallas, Dayton, Lexington, New York, San Diego, San Francisco, and Washington DC.

KCD Cosmetics, founded by Kamilah Dotson, a senior social justice studies and entrepreneurship major, took home the \$5,000 first place prize. KCD Cosmetics provides affordable everyday use makeup products made to match the varying undertones of women of color and the company donates a percentage of their sales to organizations and foundations doing work in the African American community. I would like to congratulate Kamilah on her creativity and her vision.

Of note, we also had five teams compete utilizing the Wright Patterson Air Force Base patents and one team working with a patent from Procter and Gamble.

Our entrepreneurship ecosystem is thriving and as a result, our students are getting outstanding jobs after graduation. But more importantly, this program allows our students to create new companies and provide job opportunities for others.

Our State and Local Community Outreach

Miami University's 200 year partnership with the State of Ohio remains strong. The newly introduced in-demand programs, our Boldly Creative initiatives and our emphasis on providing an entrepreneurial education – all grounded in the liberal-arts - provides Ohio and our nation with graduates who possess the talent and skills necessary to fill in-demand jobs.

Miami's educational experience also provides our graduates with the opportunity to create new companies which will generate hundreds of jobs and it allows them to serve as leaders in their professions and communities.

We look forward to strengthening and building on our partnership with the State of Ohio.

Miami University is also exploring ways to enhance Oxford with prudent and innovative land use. University leaders are looking for industries and partnerships that will positively impact our great college town. We intend to make Oxford an even more vibrant community.

Miami Leadership

Miami is known for leadership – we are leaders among leaders. Our graduates are Fortune 500 CEOs, successful startup entrepreneurs, military officers, elite coaches and top government officials, including our own Governor Mike DeWine.

Last week, more than 300 Miami students were honored for their student engagement and leadership on campus –they were recognized for their dedication and service in building community and applying their creativity and imagination to help others flourish.

Tomorrow our commencement speaker, Jeff Pegues, Class of '92, will bring his wisdom to our newest graduates. Jeff has been a leading journalism newscaster, author of several books and winner of many Emmy Awards. We see Jeff's leadership every day on the CBS Nightly News and we are proud to say he is a Miamian.

Also this year, Miami University will have several new commissioned ROTC Officers –

7 in the Army, 4 in the Marine Corps, 6 in the Navy, and 5 in the Air Force. It is with tremendous pride that we thank these brave young men and women who have chosen to protect our freedoms and democracy.

Godspeed to each of them as they begin their careers in the United States Military. We know they will lead through Love and Honor in keeping us all safer at home.

A Year to Remember for Miami Athletics

The Miami RedHawks sports programs are thriving as well and on the cusp of a new record. To date, we have 9 championships which ties for the all-time high in our history. We still have one sport to finish and one tournament left, both in baseball. Good luck to the baseball program as they complete their regular season this week and move into the MAC tournament next week. It would be great to get that 10th championship.

We also have seven MAC coaches of the year – congratulations to these coaches who demonstrate their talents and our excellence for all the world to see.

And we have two brand-new coaches, DeUnna Hendrix for Women's Basketball and Chris Bergeron for Ice Hockey – welcome to Miami DeUnna and Chris, we look forward to your future successes.

It is truly amazing what our student-athletes do – they are talented in competition, volunteers serving in the community, leaders on campus and always seeking excellence in the classroom.

Final Remarks

As you can see, it's been a great year – record-setting and remarkable in so many ways.

Our vision inspires us, our mission guides us and our purpose drives us.

Congratulations and thank you to our President, PEC, Deans, faculty, staff, students and alumni for such an outstanding year in advancing Miami and demonstrating leadership through service. They are propelling our University, State, and global society to even greater heights.

On behalf of the board of trustees, I thank all of those in the Miami community for this extraordinary year.

Love and Honor!

Reports, Ordinances and Resolutions

President's Report

President Crawford updated the Board on how Miami is poised for dynamic change, Miami's positioning in education, and Miami's investment in the future.

President Crawford's presentation is included as Attachment E.

Report of the Chair of University Senate Executive Committee

Chair of the Senate Executive Committee, Dr. Terri Barr, thanked her leadership team from Senate for their support, and Provost Phyllis Callahan for her many years of dedicated service to Miami. She then updated the Board on Senate activities since the last meeting, including a Sense of Senate on policies for non-tenurable faculty.

A written report is included as Attachment F.

Report of the Student Body President

Student Body President Meaghan Murtagh was unable to attend, but provided a written report, which is included as Attachment G.

Academic and Student Affairs Committee

Report of the Committee Chair

Committee Chair Diane Perlmutter relayed the following information:

The Academic and Student Affairs Committee met yesterday in Farmer School of Business building. During the meeting, four resolutions were considered.

The Committee received written reports from the University Senate and from student leaders. The Committee heard from the Provost, the Senior Vice President for Enrollment Management and Student Success, and from the Vice President for Student Life. The Committee received presentations on several topics, and also reviewed written reports, which will be available in the meeting's minutes.

The Provost, Senior Vice President Kabbaz, and Vice President Brownell, led an integrated dialogue on Diversity and Inclusion. They informed the committee about areas and initiatives, such as the Bridges program, support for students with disabilities, and initiatives within academic areas such as Global Initiatives. These programs are designed to acquaint, welcome and support students from diverse areas and backgrounds.

Vice President Brownell then updated the committee on Student Life matters, and Senior Vice President Kabbaz provided an update on Enrollment Management and Student Success. Jen Franchak updated the committee on the use of the new career fee, and initiatives within career services. Efforts include enhanced outreach to targeted student groups, the launch of new services and initiatives, including a drop-in career advisor, improved marketing and communications efforts, and increased data and assessment efforts.

During a mid-day meeting, the entire Board received an update from Associate Vice President Susan Schaurer on Admissions, and were updated by the Provost, Senior Vice President Creamer, Senior Vice President Kabbaz and Vice President Brownell on actions to meet the needs of the increased cohort size.

Next, Provost Callahan presented four proposed resolutions; a new degree in data analytics, a new degree in organizational leadership, the creation of an Interactive Media Studies Department, and promotion and tenure for two faculty. All four were recommended by the Committee for approval today. She then updated the Committee on Boldly Creative.

The Farmer School of Business hosted the meeting, and the Committee received a college update from Dean Rubin, along with a presentation on the First Year Core by Becky Crews. Three students supplemented the presentation, explaining to the Committee of the impact of the curriculum upon them personally. Associate Dean Gupta, Senior Associate Dean Greenlee, and Associate Vice President Bogard also presented on initiatives within the Farmer School.

Thank you, that concludes my report.

Trustee Perlmutter then added that she was very impressed with VP Sparks' presentation to the Board at the mid-day meeting, and that UCM was welcome to provide regular reports to the Trustees through the Academic and Student Affairs Committee.

Chair Budig thanked Trustee Perlmutter, and added that VP Seidl's presentation to the Finance and audit Committee was also quite impressive and well-received.

Resolutions

The Academic and Student Affairs Committee Resolutions are included as Attachment H.

Creation of a Bachelor of Arts, with a Major in Data Analytics

Provost Callahan spoke in support of the resolution, then Trustee Pascoe moved, Trustee Ridenour seconded, and by voice vote, the resolution was unanimously approved.

Creation of a Bachelor of Arts in Organizational Leadership

Provost Callahan spoke in support of the resolution, then Trustee Haines then moved, Trustee Pascoe seconded, and by voice vote, the resolution was unanimously approved.

Creation of an Interactive Media Studies Department

Provost Callahan spoke in support of the resolution, then Trustee Ridenour moved, Trustee Pascoe seconded, and by voice vote, the resolution was unanimously approved.

Promotion and Tenure

Provost Callahan spoke in support of the resolution, then Trustee Ridenour moved, Trustee Pascoe seconded, and by voice vote, the resolution was unanimously approved.

The resolutions are included as Attachment H.

Finance and Audit Committee Report of the Committee Chair

Chair Armstrong relayed to the Board:

The Finance and Audit Committee met yesterday at the Marcum Conference Center. The Committee considered only one resolution but received several reports at the meeting. The resolution is recommended for approval later in this meeting.

Each spring the Committee meets with the University's independent auditors to review the audit plan for their annual engagement. The discussion with the independent auditor covered several aspects of the audit plan but everything covered yesterday is considered routine for this type of audit. It is expected that the auditors will present the resulting financial statements and reports at the Committee's December meeting.

The Committee also met yesterday with the University's chief audit officer to review audit activity from the past year. While the internal audit department at Miami is small, much was accomplished this past year. Barbara Jena and her staff are to be congratulated on their excellent work.

The Committee received a presentation from the University's new chief information officer, David Seidl. Annually, the University's chief information officer reviews with the Committee the state of technology at the University. The report was informative and I want to recognize the fine work being done by Mr. Seidl and the technology staff.

The only resolution considered at yesterday's meeting was presented by the Investment Subcommittee. The resolution will result in a prior Board resolution being rescinded since it is no longer applicable following the hiring of an outside chief investment officer and earlier revisions to the Pooled Investment Agreement with the Miami University Foundation. The resolution was adopted earlier this month by the Miami University Foundation. The resolution was unanimously endorsed by the Committee. .

Most of yesterday's meeting was spent discussing the fall class and the future budget outlook. While we celebrate the recruitment of another large, diverse and academically talented class, the financial reality is that the university budget we consider in June will reflect for the fourth consecutive year no measurable new revenue growth but expenses and operating costs continuing to rise. This outlook is made worse by the reality that growing the size of next year's class, which has helped to offset rising scholarship and other costs the last few years, is likely impractical given the limited availability of residence hall beds and previous enrollment growth.

These challenges are not unique to Miami University as many universities across our nation are facing similar and often more difficult issues but with far less success than we have experienced. It is imperative that we continue to develop a course of action that is sufficient for positioning the University to deal with the issues caused by declining numbers of high school graduates, reduced interest from international students, stagnant state support, rising tuition discount rates, and rapidly changing academic program interests by our students. Yesterday's meeting offered important information about the impact of these issues and led to some early discussion about difficult choices like the appropriate size of the university, the right balance

between merit and need based aid, and the desired profile of the class but not a resolution to these questions.

While our Committee has raised concerns about the financial viability of our current path, these issues and questions go beyond just our Committee. The Committee will continue to draw attention to these issues and monitor our progress on them but most importantly, looks forward to discussing these matters and setting direction on these issues with the full Board of Trustees and the administration in June.

Mr. Chairman, that concludes the report for the Finance and Audit Committee.

Ordinances and Resolutions

The Finance and Audit Committee Ordinances and Resolutions are included as Attachment I.

Resolution

Investment Oversight

Senior Vice President Creamer spoke in support of the resolution, stating it is to align existing policies and the Finance and Audit Committee Charter. Trustee Ridenour then moved, Trustee Haines seconded, and by voice vote, the resolution was unanimously approved.

The Finance and Audit Committee Resolutions are included as Attachment I.

Student Trustee Reports

Trustee Budig welcomed Student Trustee Kulis, and Student Trustee Cremeans relayed the following information:

I'd first like to welcome my new colleague, Will Kulis, to the Board of Trustees. Will is a talented student who embodies what it means to be a Miamian, so much so that he is currently working hard on his statistics final. I look forward to his successful tenure on the Board and I am thrilled to have him join us, not only because he has significantly brought up the average height of the student trustees, but because of his commitment, enthusiasm, and passion.

I'm excited to sit here today, a year into my two-year term as a Trustee, with another year of experiences tucked under my belt. And another year of finals done with. As I reflect, I can tell you with great confidence that I have learned so much from my time here-- and I have come to even more deeply appreciate and respect mother Miami. Seeing pastel-colored envelopes, containing words of thanks, flood mailboxes to professors, I am reminded of the impact of mentorship and learning beyond the classroom. Watching as graduating seniors take pictures together in red robes on the Seal, I am reminded of the incredible friendships that come to be. Every little moment this time of year is heavy with the promises and challenges of change. Miami University is a special place; my peers and I are so fortunate to have these experiences.

One such experience that many students find transformative come spring is the

Government Relations Network Alternative Spring Break Leadership and Advocacy Conference. Led by Mr. Randi Thomas, in the Office of Institutional Relations; Dr. Jerome Conley, Dean of Libraries; and Dr. Jim Oris, Dean of the graduate school, about two decades of the conference have seen great success in empowering students and advocacy. This year, 31 women and 29 men, about half of whom are persons of color and of which over 10 are Pell-eligible, headed first to Washington, D.C. and then to the State House in Columbus to share their unique stories about their Miami experiences, as well as presenting 20 posters on research and campus involvement. In less than five days, these students had 50 meetings in Washington and 140 meetings in Columbus: overall, boasting about 240 interactions with key decision makers at the state and federal level. These students are not all political science majors; in fact, they are far from. Students from every academic division, with every background, shared with powerful people what it means to be a Miamian.

One student I would like to talk with you about today is a rising senior majoring in Civic and Regional Development at the Hamilton campus. She is perhaps one of the most dedicated women I have ever met and she is an incredible advocate for her community at home in Cincinnati and at Miami. She praises Miami for the changes at experiential learning, noting her favorites have been the GRN Advocacy Conference and the Career Treks to Atlanta. She has learned about advocacy and hopes to work in a non-profit before creating a youth development center for underserved kids.

Another fine student in the Government Relations Network is a first-year majoring in Neuroscience and Pre-Medical studies, she spends whatever remaining free time she has in Dr. Anna Radke's Behavioral Neuroscience Lab. Here, she is studying the impact of stress and alcohol on rats. Her undergraduate work examining patterns of addiction and dependence are immediately relevant and incredibly interesting. She attracted many curious staffers and legislators presenting in both D.C. and Columbus.

The impact of the Government Relations Network and their Advocacy Conference is certainly transformational. Alumni of the program are loyal, active, and excited to give back. Those interacting with Miami students on their travels are pleased and impressed by the professionalism and rigor of the students. I can't say that I am surprised. As always, these are just a few of the incredible Miami students-- truly no different than the rest-- doing incredible things.

I would like to thank these GRN Students, Dr. Oris, Dean Conley, and Mr. Thomas for their demonstration of Love and Honor.

My thanks and congratulations also go to the graduates, who I am so proud of. The magnitude of the world's challenges seem so great, but I know, just as you do, that Miami students are prepared to face them head on.

With Love and Honor, this concludes my report.

Trustee Budig thanked her, and Trustee Pascoe highlighted that Ms. Cremeans is a recipient of the Goldman prize.

Other Business**Written Reports**

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

Award of Honorary Degree to Dinesh Paliwal, Attachment K.

Executive Session

Trustee Robinson moved, Trustee Pascoe seconded, and by unanimous roll call vote, with seven voting in favor and none opposed, the Board convened to Executive Session to consult with counsel, review pending litigation, and for Personnel Matters, the appointment of a public official, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

Other Business

The Board returned to public session.

Adjournment of Meeting

With no other business to come before the Board, Trustee Shroder moved, Trustee Robinson seconded, and by unanimous voice vote, the Board adjourned at 1:30 p.m.



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