

BOARD OF TRUSTEES
Minutes of the Board of Trustees Meeting
Marcum Conference Center 180/6, Oxford, Ohio
Thursday, February 24, 2022

The Secretary to the Board of Trustees confirms that as specified in the Regulations of the Board of Trustees of Miami University, 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 11:45 a.m. with Chair Mary Schell presiding. Roll was called with a majority of Trustees present, constituting a quorum. In addition to the Trustees, attending for all or part of the meeting were - President Gregory Crawford; Provost Jason Osborne; Senior Vice Presidents David Creamer, and Tom Herbert; Vice Presidents Cristina Alcalde, Jayne Brownell, Mike Crowder (interim), Jaime Hunt, David Seidl, Brent Shock, and Randi Thomas; Vice President and General Counsel Amy Shoemaker; Director of Athletics David Sayler; Assistant to the President Dawn Tsirelis; Associate Vice President Dawn Fahner; Director of Executive Communications, Ashlea Jones; and Ted Pickerill, Executive Assistant to the President, and Secretary to the Board of Trustees; along with many others in attendance to assist or observe.

Roll call of Trustees:

Present: S. Biff Bowman (National Trustee)	Deborah Feldman
David H. Budig	Zachary Haines
Ryan Burgess	Rod Robinson
Sandra D. Collins	Mary Schell

Absent: Trustees John C. Pascoe, Amitoj Kaur (Student Trustee), and Dawson Cosgrove (Student Trustee); and National Trustees Jeff Pegues, Dinish Paliwal, and Mark Sullivan

Public Business Session

President Crawford updated the Board on opportunities with respect to Intel locating in Ohio. He provided an overview, highlighting the following:

- Largest private investment in Ohio history
- \$20 Billion investment in 2 fabrication facilities
- Two 1,000-acre sites in Licking County
- 3,000 permanent employees
- Individual salary potential of \$135,000/year + benefits
- 7,000 associated construction jobs
- Multiplier effect >10,000 more jobs
- 140 Ohio companies will work with Intel
- \$100 Million investment into education/talent over 10 years

He then discussed Miami's connectivity with Intel, including through JobsOhio, IUC, and the Governor's office. He also discussed ideas, concepts and planning to promote a Miami/Intel

partnership.

President Crawford's Presentation is included as Attachment A.

Executive Session

Following a motion by Trustee Robinson, a second by Trustee Haines and unanimous roll call vote, with seven voting in favor and none opposed, the Board convened to Executive Session to consult with counsel, and for Personnel Matters, the Promotion of Public Employees, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

Return to Public Session

Other Business

The Board returned to public session.

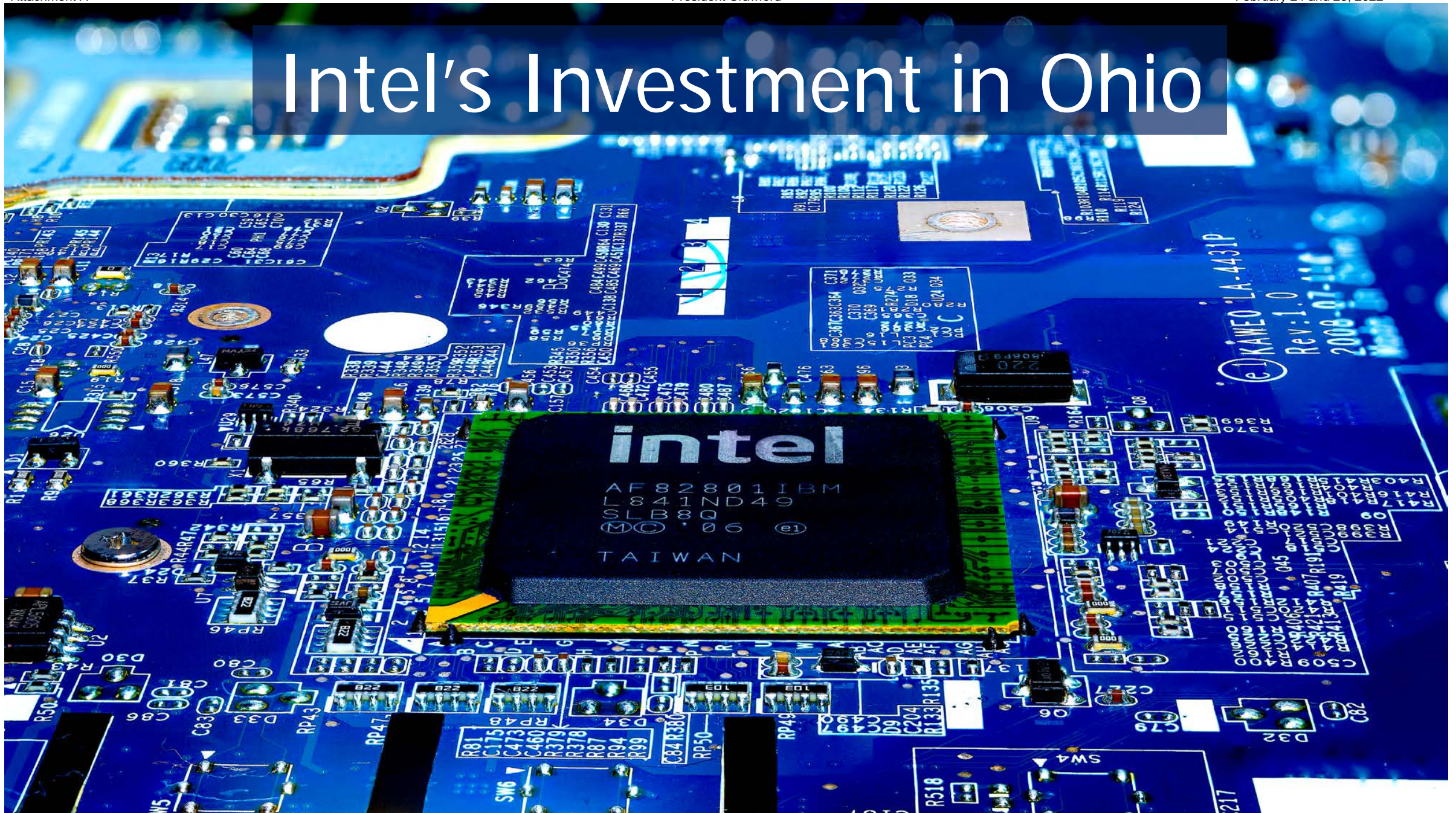
Adjournment of Meeting

With no other business to come before the Board, Trustee Collins then moved, Trustee Budig seconded, and by unanimous voice vote, with all voting in favor and none opposed, the Board, adjourned at 12:45 p.m.



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

Intel's Investment in Ohio



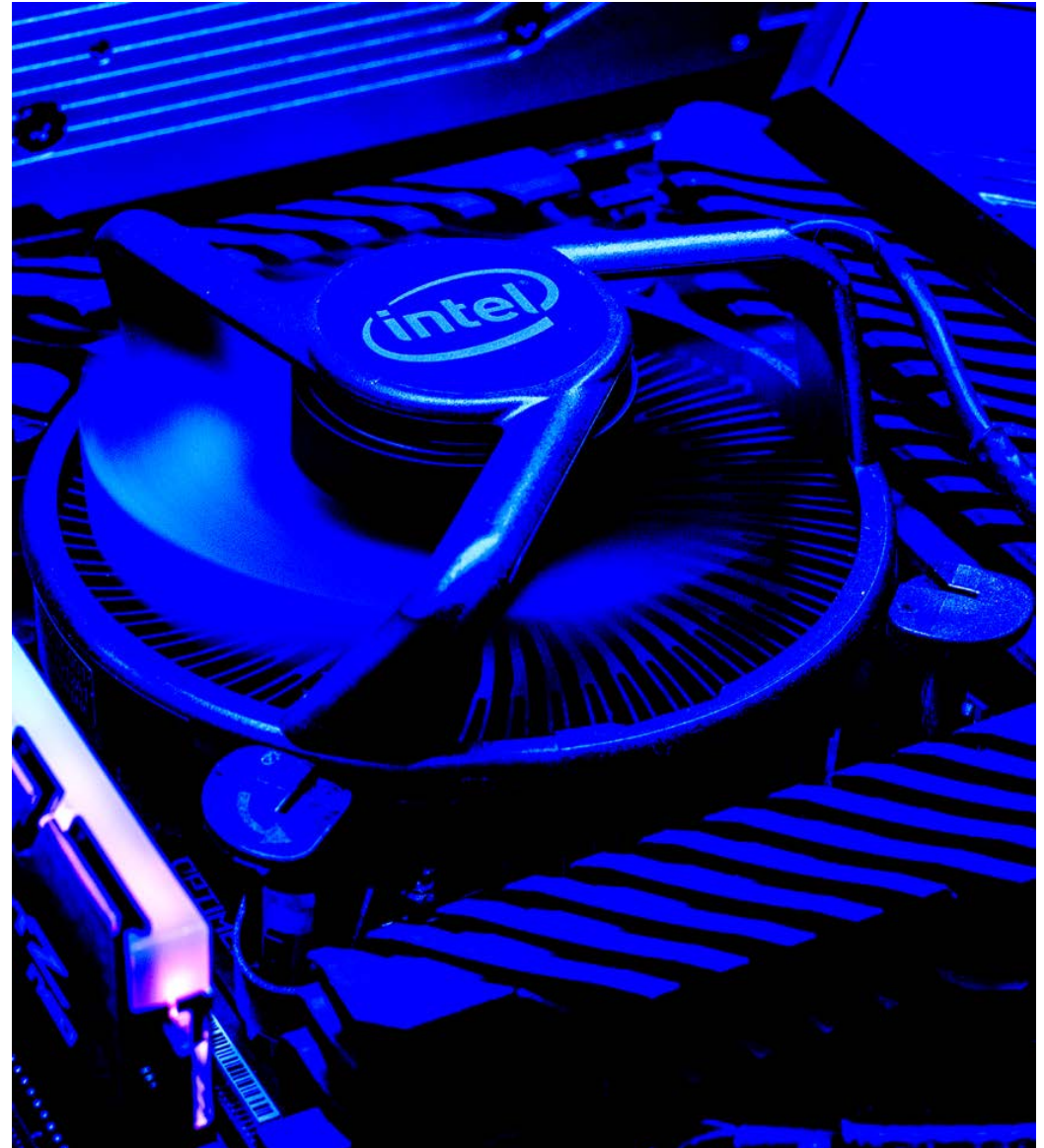
Personal Interest



Intel Announcement



- Largest Private Investment in OH History
- \$20 B Investment in 2 Fabs (2025)
- Two 1,000-Acre sites Licking County
- 3,000 Permanent Employees
- <Salary>= \$135,000/year + benefits
- 7,000 Construction Jobs
- Multiplier Effect >10,000 More Jobs
- 140 Ohio Companies Work w/ Intel
- \$100 M Education/Talent in 10 years



Existing Ways Intel Works with Campuses



Curriculum



Strategic
Universities



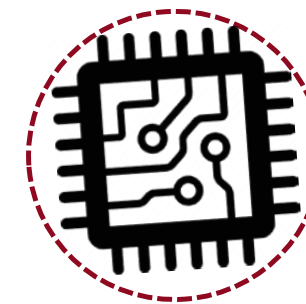
Through
SRC



Recognition
Awards



Academic
Computing



University
Shuttle Program



Advance Supplier Diversity and Inclusion

Diverse suppliers provide new perspectives and solutions to improve the ways we operate. We spent \$1.2 billion with diverse-owned suppliers in 2020, making progress toward our 2030 goal to reach \$2 billion annually.



Make Technology Fully Inclusive and Expand Digital Readiness

We aim to partner with 30 governments and 30,000 institutions worldwide to empower more than 30 million people with AI skills training for current and future jobs. The Intel® AI For Youth program, for example, empowers students to learn while creating their own social impact projects.



Increase Diversity in Our Global Workforce

We are working to increase the number of women in technical roles to 40%, double the number of women and underrepresented minorities in senior leadership, and ensure that inclusive leadership practices and accountability are embedded in our culture globally.

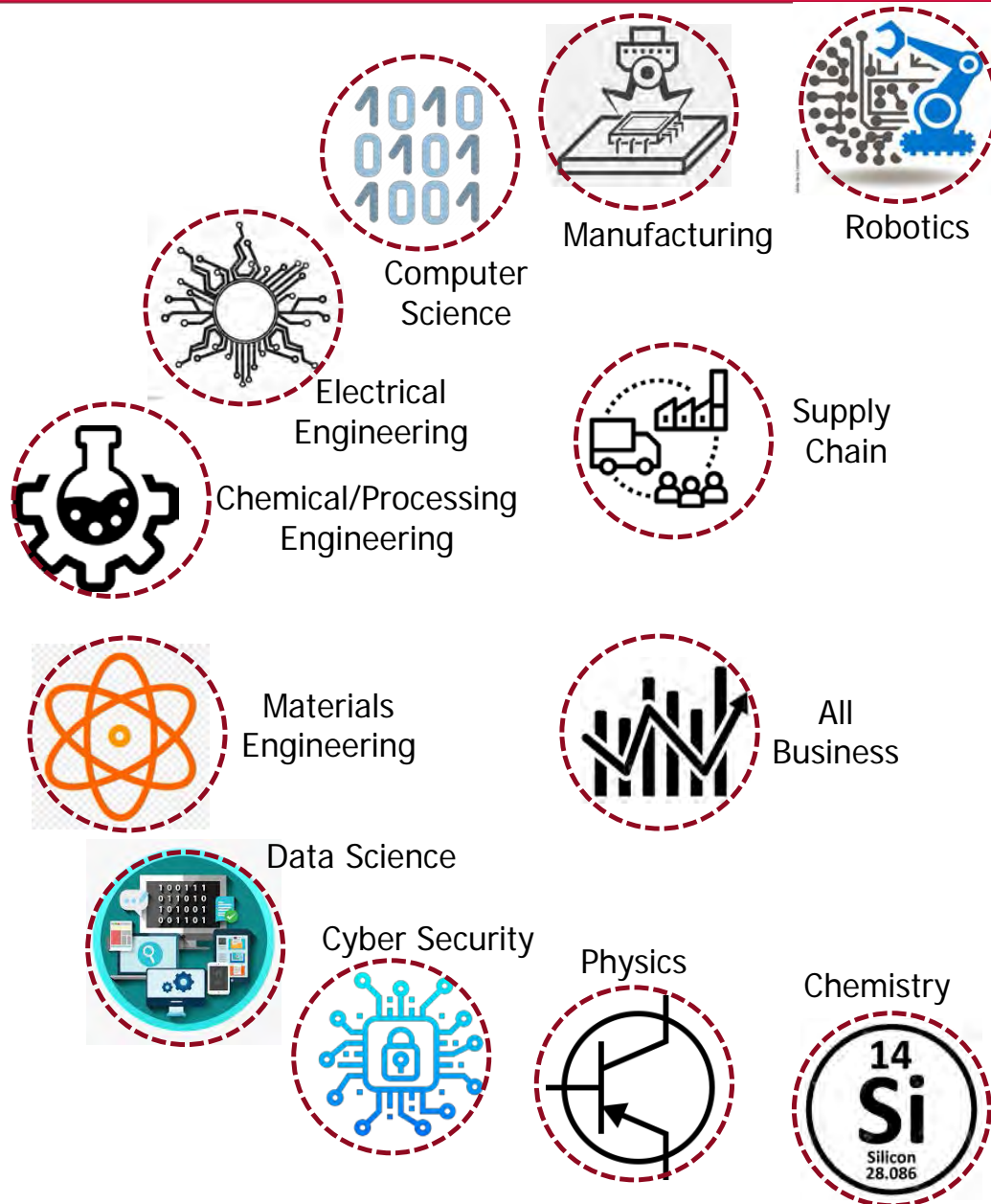
Intel Connectivity



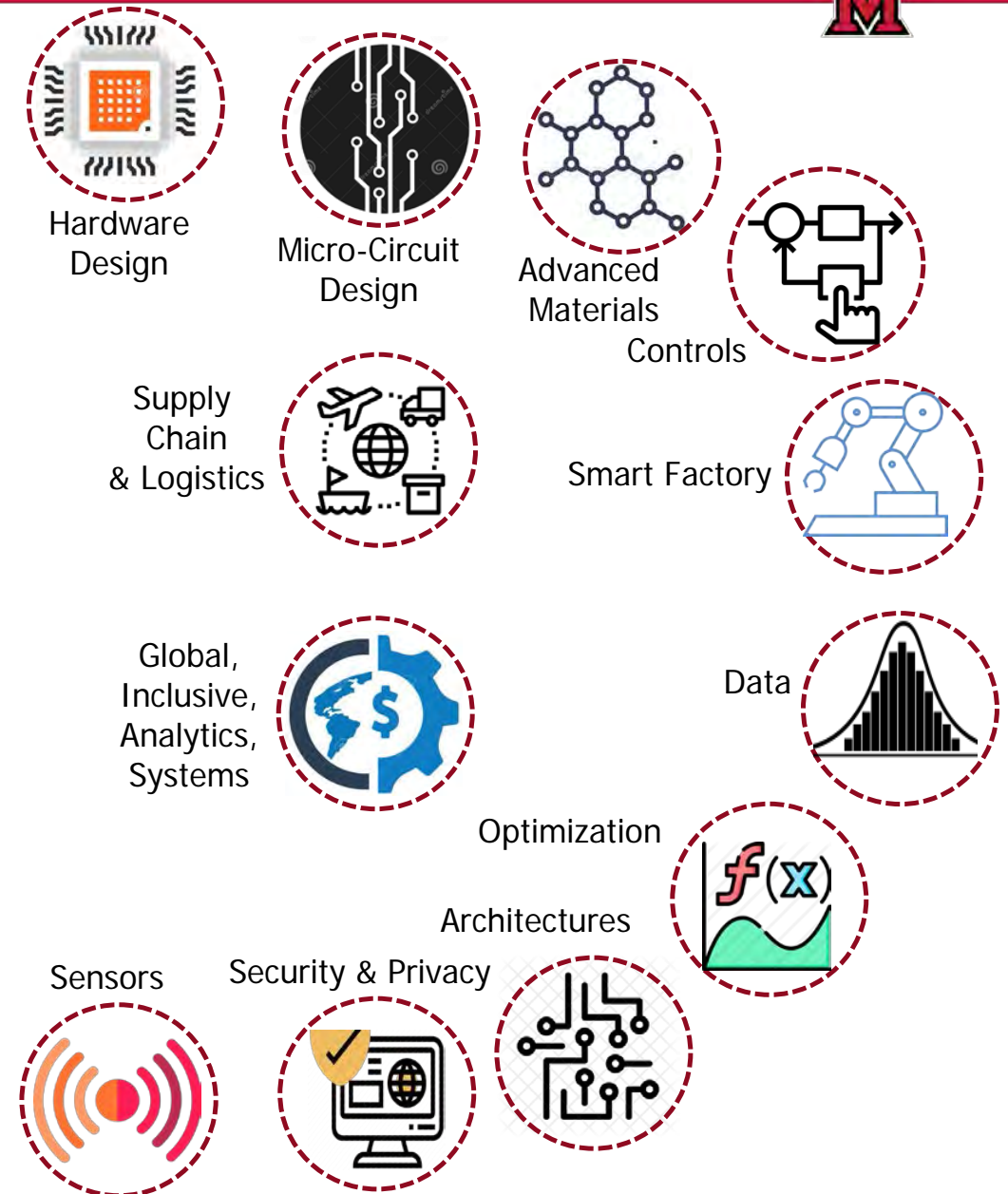
- IUC Discussions
- IUC Meeting with Lt. Governor
- Connected to Governor's Office
- Meeting with JobsOhio
- Call with Board of Director Member
- Connected with Sen. Director Gov't Relations at Intel
- Zoom Call with Intel University Group
- LinkedIn Connectivity Strategy



Talent & Research



Degrees | Research





Miami University: Smart Factory Demonstrator

- Industrial Control Technology (PLC and HMI)
- IoT and Cyber Physical Systems
- Identification and Tagging (RFID)

Advanced
Industrial
Control
Systems

Data, Security
and Analytics

Advanced
Manufacturing

Data Driven
Optimization
of
Manufacturing

- Factory Layout Planning and Simulation
- Advanced Robotics
- Flexible and Additive Manufacturing
- Automation and Collaborative Robotics

- Industrial Communications
- Cloud and Cyber Security
- Production Planning and Control
- Data Processing and Analytics
- ERP

- Quality Control
- Efficiency and Sustainability
- Smart Maintenance and Supply Chain Management
- Next Gen Human Machine Interface - AR and Wearables



Ideas, Concepts & Planning



- Semiconductor Center/Institute
- Focused/Cluster Hires
- Leadership Training
- Microcredentials
- Specific Degrees
- Living Learning Communities
- Sabbaticals
- Intel Seminar Series
- Focused Spring Job Fairs



BOARD OF TRUSTEES
Minutes of the Board of Trustees Meeting
Marcum Conference Center 180/6, Oxford, Ohio
Friday, February 25, 2022

The Secretary to the Board of Trustees confirms that as specified in the Regulations of the Board of Trustees of Miami University, 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. with Chair Mary Schell presiding. Roll was called with a majority of Trustees present, constituting a quorum. In addition to the Trustees, attending for all or part of the meeting were - President Gregory Crawford; Provost Jason Osborne; Senior Vice Presidents David Creamer, and Tom Herbert; Vice Presidents Cristina Alcalde, Jayne Brownell, Mike Crowder (interim), Jaime Hunt, David Seidl, Brent Shock, and Randi Thomas; Vice President and General Counsel Amy Shoemaker; Director of Athletics David Sayler; Assistant to the President Dawn Tsirelis; Associate Vice Presidents Kenya Ash, and Dawn Fahner; Director of Executive Communications, Ashlea Jones; and Ted Pickerill, Executive Assistant to the President, and Secretary to the Board of Trustees; along with many others in attendance to assist or observe.

Roll call of Trustees:

Present:	S. Biff Bowman (National Trustee)	Deborah Feldman
	David H. Budig	Zachary Haines
	Ryan Burgess	Amitoj Kaur (Student Trustee)
	Sandra D. Collins	Rod Robinson
	Dawson Cosgrove (Student Trustee)	Mary Schell

Absent: Trustee John C. Pascoe; and National Trustees Jeff Pegues, Dinish Paliwal, and Mark Sullivan

Public Study Session

Comments from the Public

The Board received comments from one member of the public.

Provost Osborne – Promotion and Tenure

With the Board considering the promotion and tenure of faculty and librarians later in the meeting, Provost Osborne featured several members of the faculty who the Board would be considering during the Academic and Student Affairs Committee portion of the meeting.

Provost Osborne's presentation is included as Attachment A.

Public Business Session

Approval of Prior Meeting Minutes

Trustee Budig moved, Trustee Haines 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
- Foundation Board Code of Regulations

The Foundation Board Code of Regulations was removed from the Consent Calendar. The Board then considered the remaining item – Designation of Emerita/Emeritus. Trustee Robinson moved, Trustee Collins seconded, and by voice vote, the Designation of Emerita/Emeritus Resolution was unanimously approved, with all voting in favor and none opposed.

The approved resolution from the Consent Calendar is included as Attachment B.

Chair's Comments

Chair Mary Schell relayed the following information:

Good morning and welcome to this meeting of the Miami University Board of Trustees. I would like to begin by recognizing two Trustees who are attending their final meeting today. Student Trustee Amitoj Kaur whose dedication and commitment to Miami are remarkable and whose ever-positive attitude is so inspiring to us all. And David Budig who has served for over ten years, five of them as Chair, and who led this Board through the global COVID 19 pandemic. David's service, devotion, resolve and leadership were key factors in Miami not only weathering the pandemic, but advancing and accelerating ahead to emerge stronger and better positioned than ever before.

Also from the President's Executive Cabinet, Senior Vice President for University Advancement, Tom Herbert, will soon be stepping down. Tom built a strong leadership team and culture of caring, energy, and success within Advancement. We are grateful for his service and are looking forward to celebrating him in May.

I am humbled to serve this great university and humbled by the service of David, Amitoj, and Tom. Thank you all.

I would like to welcome Amy Shoemaker. Amy comes to us from the University of Louisville, and follows Miami's inaugural general counsel, Robin Parker, as Miami's second General Counsel and Vice President. Welcome Amy, we look forward to working with you.

Thank you, Provost Osborne, for highlighting our incredible Miami faculty earlier this morning. Miami places strong emphasis and great value upon the teacher-scholar model, and the value of the student experience in engaging with our faculty, in the field, laboratory, and classroom. Congratulations to the many faculty and librarians being considered for promotion, tenure and continuing contracts later today.

Miami University is a special place with resilient students, devoted staff, and world-class faculty who are committed to our students' success. It is through your efforts that Miami experienced significant accomplishments and high achievement during the very challenging years of 2020 and 2021. I'll highlight some examples:

This year our ranking improved for the Farmer School of Business – we're number 12 in public undergraduate business schools in the nation, in the top five for student experience and top 10 for career outcomes. Rankings also improved in engineering, software engineering, esports, study abroad, coding, and return on investment.

Despite the challenges, Miami's graduation rate improved during COVID, from 81% for the cohort that began in 2013, to 82% for the 2014 cohort and to 83% for the 2015 cohort. The job placement rate improved, from 95.8% for 2018 graduates, to 96.0% for 2019 graduates, and to 96.6% for 2020 graduates. First-year salaries of those new graduates also improved, from \$50,757 for 2018 graduates, to \$56,679 for 2020 graduates.

Given their exceptional performance, it isn't a surprise the 2021-2022 Career Fair had a record number of companies participating. Miami graduates are in very high demand.

In an unprecedented honor, Miami Athletics won the Mid-American Conference Carol Cartwright Award three years in a row, 2018, 2019, and 2021 (no awards were given in 2020). The Cartwright Award recognizes competition, citizenship, and academics, the trifecta of excellence for student-athletes on the field, in the classroom, and as leaders in their communities.

Student-athletes' GPA improved from 3.23 for 2019, to 3.42 for 2020 and 2021, in line with high overall student performance throughout COVID.

The new Honors College was launched this Fall, enrolling approximately 425 students with an average High School GPA of 4.25.

Miami faculty received high marks for teaching during COVID, with student evaluations of course instruction improving from Fall 2019 to Fall 2021 across many categories, including; welcoming students' questions, providing opportunities for student participation, and enhancing student understanding of course material.

Since 2016, our faculty research success in obtaining grant awards increased every year. And from 2019 to 2024 funding increased by 18.1% to over \$28 million. To highlight faculty experience and expertise – more than 70 faculty were quoted in the media as public intellectual experts through a new program by the University Communications and Marketing team.

Students want to attend a school with a strong reputation for faculty engaging with

undergraduates in projects, capstones, and research. With a record class in 2021 and record applications in 2022, clearly, for many students, Miami is that school.

It's important to acknowledge Miami's commitment to building for the future. Ground was broken for the Clinical Health Sciences building and the McVey Data Science building – both planned for completion in 2023 – with a combined investment of \$150 million. The equestrian arena was constructed, and University Hall in Hamilton was renovated to create a nursing innovation hub.

Miami continues to actively pursue and complete the DEI Task Force Recommendations and embark on additional initiatives, such as the Moonshot initiative. While Miami's graduation rate for students of color is now 34% higher than the national average, Miami's new partnership in the Moonshot initiative will focus on closing the equity gap further still.

I won't repeat everything President Crawford will share about Miami's commitment in this space, but I will restate the Board's total support of the steps this University is taking to become more diverse, equitable, and inclusive.

Throughout the COVID pandemic, we also maintained our commitment to environmental quality and signed the Presidents' Climate Leadership Commitments to advance carbon neutrality and climate resiliency at Miami.

All of those remarkable achievements, awards and advances came while responding to a global pandemic, with a primary focus always upon the well-being and safety of the Miami community. Kudos to everyone on Miami's campuses who sacrificed so much and worked so very hard to accelerate Miami into the future.

And there is more good news. Trustee Debbie Feldman received the Dayton Development Coalition's Maureen Patterson Regional Leader Award. This annual award is named for a woman who dedicated her career to the region's economic growth. It annually honors an outstanding leader in the community who, like Patterson, advocates for the community's economic health and growth. Congratulations to Debbie and her team at Dayton Children's Hospital for all they have done to support the community and to safeguard their health and wellness.

Just last night several Board members, President Crawford and others from the University attended the Cincinnati USA Regional Chamber's annual awards dinner as Miami alumnus and former Trustee and Board Chair Roger Howe was honored as a Great Living Cincinnatian.

Through their generous gifts, Roger and Joyce Howe made possible the Howe Center for Writing Excellence, which has benefited many students. And through additional funding and support from the university, as spring semester began, a cohort of about 700 alumni were welcomed to the Miami Writing Institute, a career-enhancing online program that equips participants to be effective and ethical communicators. The Writing Institute is the second installment of the university's popular professional education series, which launched last year with the miniMBA. The four-part, self-paced program was developed by the faculty and staff of

the Roger and Joyce Howe Center and explores why good writing goes beyond being simply correct, error-free, clear, or concise.

The Miami Tribe of Oklahoma, our partner of fifty years, contributed \$2 million to the Myaamia Center's endowment. Created in 2001, the Center is the heart of the Tribe's cultural and language revitalization work. Through their generous gift, the Miami Tribe of Oklahoma is helping to ensure the continued growth and expansion of this incredible Center and their work in preserving the language and culture of the Miami Tribe. Thank you or neewe.

Finally, it was fantastic to see the City of Cincinnati and all of Ohio energized when the Bengals advanced to the Super Bowl. While the Bengals faithful may be a little disappointed – it was an incredible achievement for one Miami alumnus in particular – Los Angeles Rams Head Coach Sean McVey. With the Rams' Super Bowl win, Sean became the youngest coach ever to win the Super Bowl, and joined fellow Miamians, Weeb Eubank and John Harbaugh, as Super Bowl-winning coaches. This makes Miami University the only university in the nation to have three alumni coach a team to an NFL Championship and Super Bowl victory. Well done, Sean!

This is my first meeting as Chair of the Board. To be Chair at a University with such accomplished alumni, dedicated faculty, committed staff, and remarkable students, and to work with a committed leader like President Greg Crawford is an incredible honor. It is also an honor to follow a Chair and leader as inspiring, skilled, thoughtful, and caring as David Budig. Thank you, David, you've been an outstanding mentor to me, and thank you to my fellow Trustees for your faith, support, and trust.

Thank you, that concludes my remarks, Love and Honor.

Reports, Ordinances and Resolutions

The written reports received and any presentations are included in Attachment C.

Report of the Chair of University Senate Executive Committee,

Chair Schell welcomed Dr. Jennifer Green who relayed highlights from Senate meetings and efforts:

Senate Executive Committee Chair, Jennifer Green, highlighted the Senate's activities and focus since the last Board meeting. She stated there had been three meetings thus far during the Spring semester, and the Senate had focused on several areas, including positive changes to the faculty research grants process, revisions to the class attendance policy, an auto-adopt textbook policy, and a new department evaluation process.

The written Senate update report is included in Attachment C.

Report of the Student Body President

Chair Schell welcomed Madelyn Jett who relayed the following:

Good morning everyone! Wow, I feel like I haven't seen you all since last year! As

always, it's amazing to see you all again and I hope you are having an incredible start to 2022.

First, I want to thank all of you for your attentiveness to my remarks in December. The approval of the mental health fee was such an exciting milestone and I am so anxious to see the positive contributions it will make to the Miami experience for future students. ASG is still working hard on more immediate solutions for student wellness. Our annual mental health forum is coming up this April, and we are excited to put it on with a focus on body image and body confidence. As someone who's struggled with body image my entire life, I know firsthand that this will have an incredible impact and make students feel heard and supported. We are also working with SCS to put on other seminars to enhance our mental health programming. One will be directed specifically towards faculty, and the other towards students. This brings us one step closer to providing holistic mental health support with the resources we already have, and I'm looking forward to seeing how those initiatives take shape this April.

This semester is certainly going to be one full of forums, and I am so excited to announce our collaboration with SASS (Sexual Assault Survivor Support), an organization on campus leading the charge for SIV Awareness. On March 30th, we will be hosting the first ever SIV Awareness Forum in Wilks Theater. The theme is Listen Learn Love, which is a new, survivor centered campaign spearheaded by SASS in collaboration with different offices and organizations across campus.

We have also deeply enjoyed working with Kara Strass and the many other incredible people at the Myaamia Center to expand use of the land acknowledgment across campus, including implementing it into our own constitution. We have many other strong initiatives this semester, including expanding menstrual hygiene product access (which has been spearheaded by your very own rockstar student trustee, Amitoj Kaur), and expanding specialty recycling and other initiatives to make our campus even better for students.

I cannot believe I've just begun my last semester at Miami. It feels so bittersweet. I've made my best friends and my best memories on this campus, and I've found a confidence in myself that can only be attributed to Miami's spirit of love and honor. I predict that my remarks will only become more mushy as the semester continues, so please bear with me as I try to cope with my Miami journey ending. I'm so proud of what we've been able to accomplish in the past six months, and I am even prouder to share those accomplishments with so many exceptional student leaders. Amitoj, thank you for your amazing work in your role. I have been so lucky to work with you and Dawson—while this is your last Board meeting, I know you will continue to serve students and this university. You should be so proud of the mark you've already left.

As always, with love and honor, thank you!

President's Report

President Crawford updated the Board on organizational changes, including:

- Convening Teams
- Building Brand
- Accelerating Innovation
- Leading Technology

- Championing DEI
- Achieving Sustainability

He first began by discussing new, integrated and coordinated transdisciplinary ways to organize. He provided examples from Academic Affairs and also discussed how facilities can promote such change. For example, the new McVey Data Science Building will house the Departments of Statistics, Computer Science, and Emerging Technology in Business and Design, as well as the university-wide Center of Analytics and Data Science, and the Armstrong Institute.

He also highlighted the importance of governance and collective decision making, providing many examples, including the Strategic Planning Committee, the COVID Response Team, the DEI Task Force, and the Sustainability Committee.

He then reviewed the progress and success of reorganization and examples of governance and collective decision making in; University Communications and Marketing, the Office of ASPIRE, Information Technology, and the Office of Institutional Diversity and Inclusion. He also highlighted the success of the Office of Sustainability.

President Crawford's presentation is included in Attachment D.

Academic and Student Affairs Committee

Report of the Committee Chair

Committee Chair John Pascoe was absent, in his place, Chair Mary Schell relayed the following:

The Academic and Student Affairs Committee met yesterday in Marcum Conference Center.

The Committee heard updates from the Provost, the Vice President for Student Life, the Vice President for University Communications and Marketing, and the Vice President for Enrollment Management and Student Success. The Committee also received written reports from Student Life, UCM, EMSS, Academic Affairs, the Housing Office, and University Senate. The reports will be available in the meeting's minutes.

We began the meeting with an update from Provost Osborne on demographics, the impact of industrial corridors, the Dolibois European Center and study abroad, student success, the upcoming accreditation review, and the promotion and tenure process. The Committee also heard from Vice President of the Regional Campuses, Ande Durojaiye, about efforts and initiatives on our regional campuses.

Vice President Hunt updated us on UCM's efforts with an emphasis on; UCM priorities, the peer to peer marketing campaign, leveraging the Amazon Prime College Tour episode, and the impact of the new markets campaign.

Vice President Jayne Brownell provided an update on COVID, including the number of Covid cases through this semester, with trends. The Committee will also hear from our own

Student Trustees Amitoj Kaur and Dawson Cosgrove regarding the student trustee experience.

Admission Director Bethany Perkins provided an enrollment update and Vice President Brent Shock informed the Committee that we continue to see early signs of recruiting success, and that applications for the Fall 2022 class continue to outpace last year's record numbers.

Finally, the Committee received several written reports, including the Graduate School annual report. The report included material on programs, initiatives, student demographics and other information. The demographics show that 27% of our current graduate students are underrepresented domestic, and international students. This and the other written reports received will be included in the meeting's minutes.

Resolutions

The Academic and Student Affairs Committee Resolution is included as Attachment E.

Promotion and Tenure

The resolution to award promotion and tenure, and continuing contracts for faculty and librarians was presented, and Provost Osborne spoke in support of approval. Trustee Budig moved, Trustee Haines seconded, and by voice vote, the resolution was unanimously approved, with all voting in favor and none opposed.

Finance and Audit Committee

Report of the Committee Chair

Committee Chair Mark Sullivan was absent, in his place, National Trustee Biff Bowman relayed the following:

The Finance and Audit Committee met yesterday afternoon at the Marcum Conference Center. The Committee considered one ordinance, two resolutions, and received several reports during the meeting. The three action items are recommended for approval later in the meeting.

Following the approval of the minutes from the prior meeting, the meeting began with a presentation from Huron Consulting on the assessment they conducted of the state of enterprise resource planning systems (ERP) in higher education and possible options for replacing Miami's existing ERP system. Miami's ERP has been in place for about 23 years and the system was initially developed 30 years ago. The University must begin planning for the eventual replacement of the current ERP system, and this preparation is expected to continue for at least the next 12 months before a final recommendation is made about what to implement and when to commence the implementation.

The Committee recognizes the complexity of this decision and encourages the administration to invest the time needed to ensure the right system is selected, there is a well-developed implementation plan, and the project budget and human resources dedicated to the project are sufficient to ensure the project is completed on schedule. The Committee requested periodic updates on the status of the project so it is adequately informed once the project is

advanced for final approval.

Senior Vice President Tom Herbert and Interim Vice President Brad Bundy provided the Committee with an in-depth report on the comprehensive campaign. Mr. Herbert informed the committee that over \$500 million has been raised during the silent phase of the campaign with about 40% of the giving for student scholarships. Through the end of January, \$39.3 million has been raised towards the \$75 million goal for this fiscal year. Mr. Bundy discussed with the Committee the preliminary planning for the campaign to advance to the public phase of the campaign.

The committee was pleased to see that the momentum behind the campaign continues. The Committee also received a report on campaign exceptions and endorsed the new campaign exception for gifts made by the Miami Tribe. Finally, the committee expressed its appreciation to Mr. Herbert for his many contributions to Miami University and wishes him much success in his future endeavors.

The committee considered one fee ordinance yesterday. The room and board ordinance will cause the cost of a room and meal plans to rise by 4.5%. The rate increase only applies to the new fall student cohort and will remain in place for four years for these new students. The larger increase in room and meal plans for this fall is the result of a rise in the wage rates for dining workers, rising energy prices, and the more than double-digit increase in food and construction costs.

The committee also considered two facility resolutions. The first is to authorize the renovation of Ogden Hall and the Bell Tower dining facility. This project will result in the modernization of a residence hall originally constructed in 1931. The second resolution authorizes an increase in the budget for the renovation of the Elm Street building. As I noted earlier in my comments, the cost of construction is rapidly rising due to supply chain issues and increasing labor costs which led to a late increase in the guaranteed maximum price for the Elm Street building project. Again, both resolutions are endorsed by the committee for your approval.

In addition to the action items considered by the committee, the committee also discussed the preliminary planning for the fiscal year 2023 budget that will go into effect in July and the status of the current fiscal year 2022 budget.

Planning for the 2023 budget is still in its very early stages with information on the fall class still premature. Senior Vice President Creamer reviewed four possible scenarios for the fall class but informed the committee that the estimates are early and likely to change. While the growth in applications for the fall semester suggests another quality class, the discount and yield rates are still unknown. Dr. Creamer outlined for the Committee how the smaller amount of tuition revenue from the last two classes is constraining revenue for next year's budget. He provided the Committee with a possible scenario for using position vacancy and possibly existing fund balances to offset the anticipated budget shortfalls until these last two student cohorts graduate. He also stressed to the Committee the risk with this approach, if future student cohorts do not provide growth in net tuition revenue. A more complete picture of the proposed budget will be provided at the May meeting with next year's budget to be approved at the June meeting.

In regard to the current year budget, the University has for the past dozen years operated with annual budget surpluses. This has been partially due to very stable investment earnings. At this point in the year, the investment outlook is not as positive with an investment loss a possible outcome. While an operating deficit for the year is likely if investment losses do occur, Dr. Creamer reminded the Committee that these situations are why the University maintains an “investment fluctuation reserve” so that these investment losses do not require sudden adjustments in the operating budget.

At the conclusion of the meeting, I provided the Committee with an investment update from the prior day’s Investment Subcommittee meeting with Strategic Investment Group. I informed the Committee that the positive returns through the end of the calendar year turned negative in the first two months of the new calendar year. Those results unfortunately have continued this week. The one positive in this situation is the preliminary indication that Miami’s portfolio has outperformed its policy benchmark during this period reducing these losses.

In addition to the review of investment performance, the Investment Subcommittee discussed a letter to be sent to the Strategic Investment Group by President Crawford and Tom Herbert, encouraging a review of diversity, equity and inclusion objectives for Strategic Investment Group and its investment managers. This is a first step in how the Investment Subcommittee and the Foundation’s Investment Committee intend to extend the University’s goals for diversity, equity and inclusion to the university’s investment activities. While the Committee had a very good discussion of this matter, it elected to delay sending this recommendation forward until it discusses it again at its May meeting.

Finally, I provided the Committee with an update on the results of the portfolio stress tests performed by the Strategic Investment Group and the Investment Subcommittee’s review of its current investment policy statement. No changes were proposed for the investment policy statement.

Ordinances and Resolutions

The Finance and Audit Committee Ordinance and Resolutions are included as Attachment F.

Ordinance

Room and Board

The Finance and Audit Committee recommended approval and Senior Vice President Creamer spoke in support of the ordinance, explaining that the increase applies to the incoming cohort new students. Trustee Feldman moved, Trustee Burgess seconded, and by roll call vote, the ordinance was unanimously approved, with seven voting in favor and none opposed.

Resolutions

Ogden Hall

The Finance and Audit Committee recommended approval and Senior Vice President Creamer spoke in support of the resolution, explaining that this essentially marks the end of an aggressive phase of substantial construction and renovations of residence life facilities campus-wide. Trustee Budig moved, Trustee Haines seconded, and by voice vote, the resolution was unanimously approved, with all voting in favor and none opposed.

Elm Street Building

The Finance and Audit Committee recommended approval and Senior Vice President Creamer spoke in support of the resolution, explaining that the resolution provides increased construction funding to address an environment of rising costs. Trustee Haines moved, Trustee Robinson seconded, and by voice vote, the resolution was unanimously approved, with all voting in favor and none opposed.

The Finance and Audit Committee Ordinance and Resolutions are included as Attachment F.

Student Trustee Reports

Chair Schell called upon Student Trustee Cosgrove to begin the reports.

Student Trustee Cosgrove relayed the following:

As always, it is an absolute honor and privilege to talk to you today.

As the first year of my term comes to a close, I took some time to reflect on my time on the Board thus far. If you had told me in March that I would be in the position I am in, I would have laughed it off as a joke. But this position has truly developed me into a more confident student leader and contributed to both my personal and professional development. My short time in this role has already taught me so much about how to cultivate and maintain important relationships, how to make others feel heard, and simply how to make myself heard, amongst many other things. When I was notified of my appointment I was not sure exactly what to expect but with the help of everyone in this room, Amitoj and I have been able to represent the students to the best of our abilities. That was truly my only goal when applying to this position, to represent students to the best of my ability. Whether that be listening to student concerns while in meetings with organizations or meeting with administration, Amitoj and I have given our everything to our peers and this university. I can only hope that the second half of my term is as successful and enjoyable as the first.

I would be remiss to not mention the departure of two people who have meant the world to me and to this Board. Chair Budig, I want to take this time to officially thank you. I have said it a couple times, but now it will be on the minutes so it is a final thank you. You were one of the first people to meet with me after my appointment. It was there that you helped me reinforce my love for this university and everything that makes it great. You embody everything that I believe

makes Miami what it truly is and I thank you from the bottom of my heart for your year of mentorship and for your years of incredible service to this university.

Secondly, this role of student trustee is one that is truly made by the person who holds the position. Over the past year or so some wonderful people have left this university to pursue other goals or dreams, leaving huge shoes to fill along with them. I can confidently say that Amitoj is going to be as hard as anyone to replace in her position as student trustee. In your time on the Board, you have created a structure to the role of student trustee and truly made it your own. Your impacts on the Board, and our position more specifically, will have a lasting legacy far beyond either of our terms. Thank you so much for everything you have done for this university, this Board, and mostly for me. Never in this role would I have imagined that my co-trustee would become my best friend. Over the last year we became so closely connected that it is going to be near impossible to replace you. However, I am looking forward to the new opportunity of continuing your legacy and creating my own. I have a feeling this may not be the last time we will be seeing you in a room like this.

Student Trustee Kaur then relayed:

Good morning everyone,

It seems as if it was just yesterday when I was getting ready for my first-ever Board meeting. I remember the butterflies in my stomach, rehearsing my report again and again, and a special type of awe for the opportunity I had.

I am happy to share, some things never change.

I found myself feeling the same nerves I did, and reminiscing on what an adventure it has been serving on the Board. Not only personally, but for us as a Miami community. In the past two years we have tackled a global pandemic with grit and grace, hosted candid conversations on what we need to improve in terms of diversity equity and inclusion on campus, improving mental health resources on campus, and so much more.

While my term has gone by in the blink of an eye- it is particularly inspiring to think of how much Miami has truly changed - and how it continues to do so.

As a junior, I get the unique perspective of seeing both our seniors as they part our campus to their next steps, but also our freshmen as they find home here on campus.

A recent recipient of the Love and Honor award, a current senior and my role model, shares that she has never felt the feeling of “We are all in this together” more than she has in her final year here on campus than ever before.

I see it everywhere - from the lines that flock organization’s baking fundraisers in the halls of Armstrong, to the time where folks were setting their alarms early so they could get a ticket for their own build-a-bear on Valentine’s Day, courtesy of MAP, or even faculty reaching out to students who they notice have been skipping one too many classes lately, the air is different in Oxford these days, in the best way possible.

Miami's Student Body continues to impress me more and more each day, from the several Fulbright scholar finalists we have, to the first time ASG senators, students are putting themselves out there, and they are once again showing what it means to be a Redhawk.

However, there is one student in particular that I would be remiss to not acknowledge how wonderful they are, and that is our very own, Dawson.

It would probably take me about two full thesauruses to find the right words to explain how brilliant you are. You are kind, compassionate, and the best leader I have ever met. There is not another human being I could think of that would be able to carry on the role of being the senior trustee the way you would, you make me so proud, every single day. Not only as your co-trustee, but as one of your best-friends. I have been able to see you bloom as a leader and a man in our short term together, and the student body could not have gotten a better person to be representing them.

Whoever the next student trustee is, they are set. Not only with Dawson as their guide, but with the love that everyone in this room provided me as I became the woman I am today.

While we do not need this reminder, I would be remiss to not say it, but as we begin welcoming new Board members, we must think critically about the ways of life we all come from, and how important it is to have folks we may not relate to. Whether that's a student trustee, or a national.

Ultimately - I think this room is what Love and Honor is about. Spending cold Friday mornings in a conference room, learning about the institution we all have a passion for, in the most inclusive and collaborative way we possibly can - and I cannot tell you all how much I will miss it. Truly, since my freshman year, this is all I have known, and I could not be more grateful for the seat I have received at this table. Thank you.

To Dawson, serving alongside you is perhaps the highest honor I have ever received, thank you.

And finally, to everyone in this room who has invested in our student body, thank you. At times I feel I am an embodiment of what our student body's growth could look like if they receive the support and love they need, and so many of the PEC, and Deans have been able to provide that for me.

I will finish out my report with a quote that I think sums up my feelings pretty well, "How lucky am I to have something that makes saying Goodbye, so hard"

Once again, thank you for believing in me, and I hope to continue to serve the University and make you all proud.

With Love and Honor, I conclude my final report.

Other Business

The Other Business Resolutions are included as Attachment G.

Resolutions

Appointment of Amy Shoemaker as General Counsel

Chair Mary Schell and Chair Emeritus David Budig spoke in favor of the appointment of Amy Shoemaker as Vice President and General Counsel. Trustee Robinson then moved, Trustee Budig seconded, and by unanimous voice vote the resolution was approved, with all voting in favor and none opposed.

Student Trustee Amitoj Kaur, Resolution of Appreciation

WHEREAS, Amitoj Kaur was appointed a Miami University Student Trustee on March 1, 2020; and

WHEREAS, Ohio law sets the length of this appointment, which expires on February 28, 2022; and

WHEREAS, Amitoj has thoughtfully and ardently served Miami University as a member of the Board of Trustees, and as a tireless and dedicated Miami supporter and student.

NOW, THEREFORE BE IT RESOLVED, that the members of the Board of Trustees do hereby express to Amitoj their appreciation for her service to this Board and to the Miami University student body, and offer her their best wishes for good health and good fortune in all future endeavors.

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

Trustee Haines moved, Trustee Budig seconded and many spoke in favor of the resolution and in praise of Student Trustee Amitoj Kaur, stating what an honor it was to serve with her, and of the inspiration which she brings. By unanimous voice vote with all in favor and none opposed, the resolution was approved.

Student Trustee Kaur was then recognized by Chair Schell and invited to offer words for the Board and those in attendance. Trustee Kaur then spoke of her experience as a first-generation student, and daughter of immigrants, stating Miami believed in her before she believed in herself; it has changed the course of her life, and inspires her towards greater service.

She was met with applause by all in attendance.

Trustee David Budig, Resolution of Appreciation

WHEREAS, David H. Budig was appointed by the Governor of the State of Ohio as a Miami University Trustee on September 13, 2011, and was reappointed on March 11, 2013; and

WHEREAS, Ohio law sets the length of this appointment, which expires on February 28, 2022; and

WHEREAS, David Budig has thoughtfully and ardently served Miami University as a tireless Miami supporter, alumnus, Trustee, and parent; and

WHEREAS, as a Miami student, he was a member of Associated Student Government's Executive Committee, Chair of the Miami University Student Foundation, a member of the Alpha Chapter of Beta Theta Pi Fraternity, and earned his bachelor of science degree in finance; and

WHEREAS, his loyal, dedicated and steadfast service continued as an alumnus, serving as Chair of the Alumni Association Board of Directors, Chair of numerous Miami University Foundation committees, as a member of the Campus Facilities Naming Committee, as a Reunion Committee member, and as a member of the For Love and Honor Corporate Gifts Campaign Committee, before joining the Board of Trustees; and

WHEREAS, David's devoted and noble leadership has earned the John E. Dolibois Award, which is presented annually to an alumna or alumnus who has served Miami University in a distinctive fashion over many years; and

WHEREAS, David is the embodiment of Prodesse Quam Conspici; as President and Chief Executive Officer of Budco Group, Inc., he applies his remarkable business and logistics acumen to humbly and unassumingly transport almost six million intermodal containers per year - over forty percent of all shipments in North America; and

WHEREAS, David has continuously and diligently applied his many leadership skills and abilities as a member and Chair of the Board of Trustees, and during his tenure, Miami has seen unprecedented construction and renovation of academic, athletic and campus life facilities; and

WHEREAS, this Miami renaissance includes; the construction of Armstrong Student Center, the Equestrian Indoor Arena, Hayden Baseball Center, the Dauch Indoor Sports Center, the Gunlock Athletic Performance Center, six residential halls, and three student dining facilities; groundbreaking for the McVey Data Science Building, and the Clinical Health Sciences and Wellness Building; as well as countless building and facility renovations; and

WHEREAS, Chair Budig's tenure also saw incredible advances in sustainability and progress towards carbon neutrality, with the construction of the Geothermal Energy Plant, utilities renovations throughout the campus, LEED certification of 30 buildings, and the cessation of coal use at Miami's utility plant; and

WHEREAS, Miami also saw extraordinary progress and advancement through the creation of the strategic plan MiamiRISE, and Boldly Creative, to promote and advance innovative initiatives for future success; and

WHEREAS, his years of service also saw unprecedented trials as well. Chair Budig led Miami while the university assembled a Safe Return to Campus Planning and Coordinating Committee to meet the global COVID-19 pandemic, and as Miami formed the Diversity, Equity and Inclusion Task Force to promote justice and create meaningful and lasting change to advance inclusive excellence on Miami's campuses; and

WHEREAS, Miami is emerging from the COVID pandemic, having not merely weathered the challenge, but having accelerated into the future, with new facilities and academic buildings, new degrees, new partnerships, and with the largest entering class in Miami's long and celebrated history; and

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

NOW, THEREFORE BE IT RESOLVED, that the members of the Miami University Board of Trustees do hereby express their sincere gratitude, and deepest appreciation for David Budig'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 David and Anina to visit often in the years ahead.

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

Trustee Robinson moved, Trustee Collins seconded and many spoke in favor of the resolution and in praise of Trustee David Budig, telling of his welcoming nature, mentorship, service, dedication, and his talent and wisdom. By unanimous voice vote with all in favor and none opposed, the resolution was approved.

Trustee Budig was then recognized by Chair Schell and invited to offer words for the Board and those in attendance. Trustee Budig then spoke of his ten and one half years as a Board member, stating it was a collective effort and a humbling experience. He then thanked many in the room personally for their service and contributions.

He was met with applause and a standing ovation by all in attendance.

The Other Business Resolutions are included in Attachment G.

Executive Session

Following a motion by Trustee Haines, a second by Trustee Robinson and 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, for personnel matters, the promotion of public employees, preparations for negotiating with public employees, and matters required to be kept confidential, trade secrets, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

Return to Public Session

Other Business

The Board returned to public session.

Written Reports

- Advancement Update, Attachment H

Adjournment of Meeting

With no other business to come before the Board, Trustee Haines then moved, Trustee Collins seconded, and by unanimous voice vote, with all voting in favor and none opposed, the Board, adjourned at 12:30 p.m.



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



Board of Trustees
February 25, 2022

Promotion and Tenure Recommendations



Tenure and Promotion to Associate or Full Professor

Joseph Bates
Kimberly Berg
Durell Callier
Arthur Carvalho
Jennifer Cohen
Matthew Crain
Katie Day Good
Ann Boehling Dell'Aria
Michele Frank
Kazue Harada

Carolyn Hardin
Vrinda Kalia
Callie Maddox
Camilla McMahon
Thembinkosi Mkhathshwa
John Ni
Anna Radke
Ganiva Reyes
Mohammad Ebrahim Sarabi
Mark Scott

Alim Sukhtayev
Jonathon Vivoda
Ann Marie Wainscott
Hui Wang
Jessie Wang
Zhijang Ye
Eyad Musallam
Vaskar Raychoudhury
Karen Davis
John Femiani



Promotion to Full Professor

Katherine Abbott

Elisa Abes

Brian Danoff

Darrel Davis

Louis DeBiasio

Stefanie Dunning

Thomas Fisher

Paul Flaspohler

Brooke Flinders

Thomas Garcia

Dmitriy Garmatyuk

Timothy Holcomb

John Humphries

Anthony James

Jeremy Jones

Scott Kenworthy

Dominik Konkolewicz

Anita Mannur

Daniel Prior

Donna Scarborough

Haifei Shi

Yelizaveta Skryzhevskaya

Leonard J. Smart

Paul Urayama

Peng Wang

Promotion to Principal Librarian

Jessie Long



Dr. Elisa Abes

Educational Leadership
College of Education, Health & Society
Candidate for Promotion to Full Professor



Joined Miami in 2005 as an Assistant Professor
Tenured and promoted to Associate Professor in 2011
Ph.D., Higher Education & Student Affairs,
The Ohio State University

Dr. Abes has served as the Graduate Studies Director for the Student Affairs in Higher Education master's and doctoral programs for 10 years. Her research is on college student development theory, with a focus on how intersecting systems of oppression, such as ableism, racism, and heterosexism shape the nature of student development. She is currently study the identity and experiences of physically and psychologically disabled students, emphasizing that it is not the disabled students who are the problems to be fixed, but instead, it is ableism in higher education that needs to be dismantled.



Dr. Brooke Flinders

Nursing

College of Liberal Arts and Applied Science

Candidate for Promotion to Full Professor



Joined Miami in 2006 as a Clinical Instructor
Tenured and promoted to Associate Professor in 2014
Doctor of Nursing Practice, Frontier Nursing University

Brooke A. Flinders, Chair of the Department of Nursing, has, over the past 15 years, dedicated her time to serving as a nurse educator and nurse leader. Flinders was primary author and Co-PI of a \$2.1 million Teen Pregnancy Prevention (TPP) grant from the U.S. Department of Health and Human Services (2010-2015), which served over 1,600 teens across southwestern Ohio using an innovative service-learning model. Her most recent research and publications are on the topics of the TPP program, fidelity in evidence-based program replication, and high-impact collaborative teaching-learning structures.



Dr. Jeremy Jones

Music

College of Creative Arts

Candidate for Promotion to Full Professor



**Joined Miami in 2010 as an Assistant Professor
Tenured and promoted to Associate Professor in 2017
DMA, Conducting, UC College Conservatory of Music**

Dr. Jones's research and scholarly activity focuses on tenor-bass choral music, specifically with his work with the Miami University Men's Glee Club. Recent appearances include the National Collegiate Choral Organization (NCCO) National Conference (2019); American Choral Directors Association (ACDA) National Conference (2019); ACDA Central-North Central Conference (2018); ACDA Central Conference (2014); and Intercollegiate Men's Choruses National Seminars (2012, 2014, 2016). Over the past decade, he has embarked on performance tours with the Glee Club spanning 11 countries and 19 states.



Dr. Anita Mannur

English

College of Arts & Science

Candidate for Promotion to Full Professor



**Joined Miami in 2009 as an Assistant Professor
Tenured and promoted to Associate Professor in 2013
Ph.D., Comparative Literature,
University of Massachusetts, Amherst**

Dr. Mannur's areas of research are in Asian American literary and cultural studies, queer theory, food studies and South Asian diasporas. She is author of *Culinary Fictions: Food in South Asian Diasporic Culture* (Temple UP 2010), *Intimate Eating: Racialized Spaces and Radical Futures* (Duke UP 2022) and her articles appear in several journals and edited collections. Drawing on critical ethnic studies and queer studies, Mannur traces the ways in which people of color, queer people, and other marginalized subjects create and sustain this belonging through the formation of "intimate eating publics."



Dr. Karen Davis

Computer Science & Software Engineering
College of Engineering and Computing
Candidate for Tenure and Promotion to Full Professor



Joined Miami in 2017 as an Associate Professor
Ph.D., Computer Science,
University of Louisiana, Lafayette

Dr. Davis was Miami recipient of the MAC Outstanding Faculty for Student Success Award in 2021 and is co-author on the 4th edition of a database systems textbook (Databases Illuminated) to appear in March 2022. She co-chaired the International Conference on Conceptual Modeling in Xi'an, China in 2018 and has accompanied undergraduate women students to the Grace Hopper Celebration of Women in Computing as well as several local WiC events.



Dr. Arthur Carvalho

Information Systems & Analytics
Farmer School of Business

Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2016 as an Assistant Professor
Ph.D., Computer Science, University of Waterloo



Dr. Carvalho has developed a reputation for developing and deploying statistical methods, AI techniques, and block chain systems to improve business processes and decision making. His external reviewers note that Prof Carvalho has the potential to emerge as a leading scholar in this area. Prof. Carvalho holds the Dinesh & Ila Paliwal Innovation Chair.



Dr. Annie Dell'Aria

Art

College of Creative Arts

Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2016 as an Assistant Professor

Ph.D., Art History,

Graduate Center, City University of New York (CUNY)



Her teaching goal is to instill lifelong art-viewing habits and increase student confidence in speaking about art and culture, which relates to her research and advocacy for public art and open access to culture. Dr. Dell'Aria's writings have appeared in numerous scholarly journals and edited volumes in the fields of both art history and film and media studies and she is the author of *The Moving Image as Public Art: Sidewalk Spectators and Modes of Enchantment* (Palgrave Macmillan, 2021).



Dr. Michele Frank

Accountancy

Farmer School of Business

Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2015 as an Assistant Professor
Ph.D., Accounting, University of Pittsburgh



Dr. Frank's research focuses on understanding factors that influence the way in which auditors, managers, investors and jurors interpret and use accounting information. She is particularly interested in understanding how individuals use accounting information to make predictions about the future and how the social context in which a decision is being made influences the use and interpretation of accounting information. Some of her recent awards include the Glen McLaughlin Prize for Research in Accounting and Ethics and the Richard K. Smucker Teaching Excellence Award: Outstanding Junior Professor.



Dr. Peter Mkhathshwa

Mathematical and Physical Science
College of Liberal Arts and Applied Science
Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2016 as an Assistant Professor
Ph.D., Mathematics Education, Syracuse University



Dr. Mkhathshwa's research focuses on student learning of mathematical ideas at the undergraduate level. Specifically, he examines how students reason quantitatively about fundamental concepts (e.g., rates of change) in the study of precalculus and differential calculus, and the role of real-world contexts in student learning of these concepts. *Recipient of the Outstanding Colleges and Universities Educator Award and the Alumni Teaching Scholar*, he has served in a number of committees and at various capacities at the departmental, divisional, university, county, and state levels.



Dr. Anna Radke

Psychology

College of Arts and Science

Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2016 as an Assistant Professor

Ph.D., Neuroscience,

University of Minnesota – Twin Cities

Dr. Radke is most proud of the outcomes her students have achieved. She has published or submitted peer-reviewed articles with 2 PhD students and 17 undergraduate students and her students have also won multiple awards, including a prestigious NIH Diversity Specialized Predoctoral to Postdoctoral Advancement in Neuroscience fellowship to Elizabeth Sneddon-Yeppez for her work studying sex differences in compulsive alcohol drinking.



Dr. Ganiva Reyes

Teacher Education
College of Education, Health & Society
Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2016 as an Assistant Professor
Ph.D., Curriculum & Instruction,
University of Texas at Austin

Dr. Reye's research revolves around Latinx curriculum theorizing, Chicana feminist theory, and pedagogies of care to provide a nuanced approach to topics of diversity and justice in education. She uses feminist of color theories to make sense of the everyday educational lives of students and teachers and integrates culturally relevant teaching, ethics of care, and feminist of color theorizing to show how teachers can re-envision their roles as educators to be part of a support network for culturally and linguistically diverse students.



Dr. Hui Wang

Chemical, Paper and Biomedical Engineering
College of Engineering and Computing
Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2016 as an Assistant Professor
Ph.D., Biomedical Engineering
Case Western University



Dr. Wang engages in intensive collaboration with clinicians to translate technology into clinics, including early cancer diagnosis and surgery guidance. His research focuses on developing a single laser device, which could be used for both diagnosis and treatment to avoid current labor intensive pathohistological analysis. Additionally, he is also interested in applying optical imaging for other applications, such as biometric and 3D modeling.



Ms. Jessie Long

University Libraries
Candidate for Principal Librarian

**Joined Miami in 2010 as an Associate Librarian
MLS, Library and Library Science,
Kent State University**



Ms. Long has presented at a number of conferences on topics including online learning courses and tools, gamification and game-based learning, fake news, and using makerspaces to help support community needs. She has also authored and co-authored two book chapters that deal with gamification of the research process and interactive library orientations, respectively, as well as co-editing a book on the importance and evolution of making in public and academic libraries titled "Makerspace for Adults: Best practices and great projects"





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February 25, 2022
Consent Calendar

RESOLUTION R2022-21

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

Bradley Myers
College of Creative Arts Administration

*Approved by the Board of Trustees
February 25, 2022*

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

**EXECUTIVE COMMITTEE of UNIVERSITY SENATE**

James Bielo, Chair

Jennifer Green, Chair-elect

Dana Cox, Past-chair

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

February 25, 2022

To: Board of Trustees, Academic and Student Affairs Committee
 From: Jennifer Green, Chair, Executive Committee of University Senate
 RE: University Senate Report to Board of Trustees – December 10, 2021 Meeting

Executive Committee of University Senate membership:

- Jennifer Green, (Psychology), Chair
- Tom Poetter, (Educational Leadership), Chair-Elect
- James Bielo, (Anthropology), Past-Chair
- Rosemary Pennington, (Media, Journalism, & Film), At-Large member
- Madelyn Jett (Student Body President), undergraduate
- Abayaomi Abodunrin, graduate student
- Jason Osborne, Provost, Chair of University Senate
- Dana Cox, (Associate Provost), Secretary of University Senate
- Stacy Kawamura (Executive Assistant to the Provost), Recording Secretary

The following summarizes items of University Senate Business conducted since the Executive Committee submitted a report to the Board of Trustees on November 29, 2021.

- **New Business, Specials Reports and Updates delivered to University Senate:**
 - **January 24, 2022**
 - Academic Program Evaluation, Improvement, and Prioritization Update - Carolyn Haynes, Senior Associate Provost
 - Honors College Update - Rosemary Pennington, Professor and Honors College Advisory Committee
 - Faculty Research Grants - Rick Page, Special Assistant to the VP for Research and Innovation
 - RCM 3.0 – David Ellis, Associate VP for Budgeting & Analysis and Lindsay Carpenter, Associate VP for Budgets and Analytics
 - **February 7, 2022**
 - Benefits Committee Update – John Bowblis, Chair, Benefits Committee, Dawn Fahner, Associate VP for Human Resources, and Karen Wilson, Director of Benefits
 - Clinical Engineering, Master of Science in Clinical Engineering – Shashi Lalvani, Professor, Chemical, Paper and Biomedical Engineering and Lei Kerr, Professor, Chemical, Paper and Biomedical Engineering
 - Computer Science, Bachelor of Arts in Computer Science – Eric Bachmann, Chair and Professor, Computer Science and Software Engineering
- **Approved Minors, revisions to existing degrees, name changes and University Policies received and approved on the University Senate consent calendars:**

○ **February 7, 2022**

- Departmental Name Change Memo – Teacher Education
- Revision of an Existing Major, CSE – Computer Science, Bachelor of Science in Computer Science
- Revision of an Existing Major, CSE – Software Engineering, Bachelor of Science in Software Engineering
- Revision of an Existing Major, ISA – Information and Cybersecurity Management, Bachelor of Science in Business
- Revision of an Existing Major, MUS – Music Performance, Bachelor of Music
- Revision of an Existing Major, NSG – Nursing, Master of Science in Nursing
- Revision of an Existing Major, SLM – Sport Management, Bachelor of Science in Sport Leadership and Management

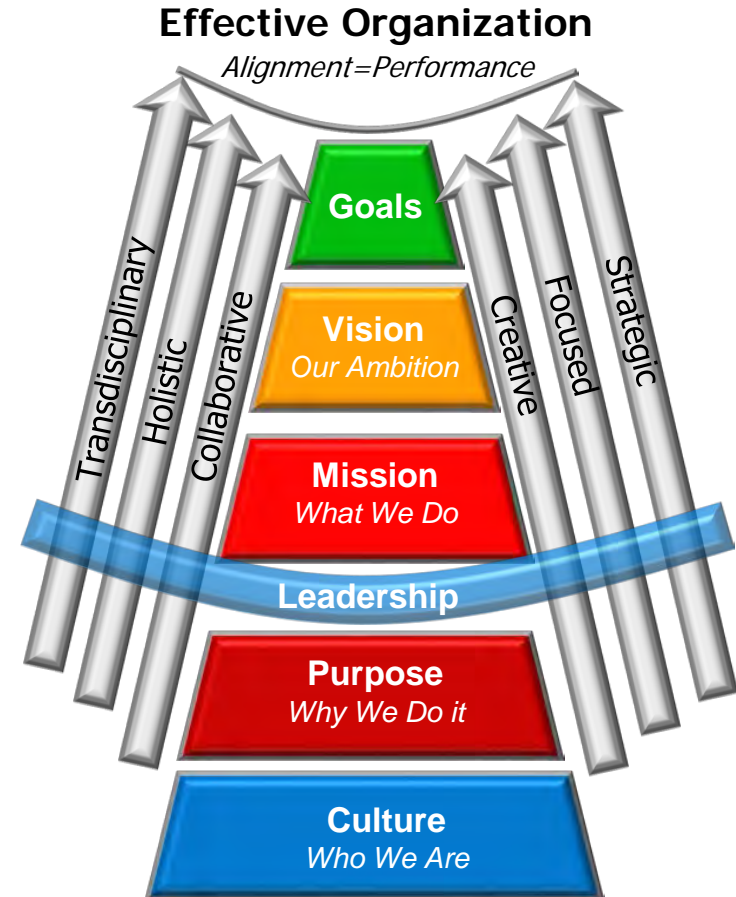
Board of Trustees | February 2022



>> Today's Agenda (Organizational Changes)



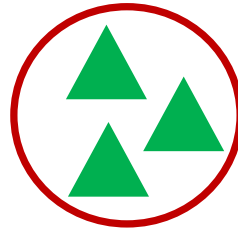
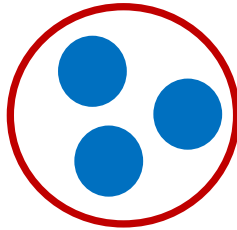
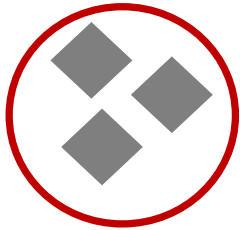
- Convening Teams
- Building Brand
- Accelerating Innovation
- Leading Technology
- Championing DEI
- Achieving Sustainability



>> New Ways to Organize & Cooperate

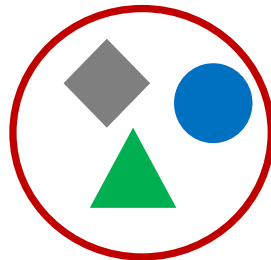


→ Organized by Disciplines

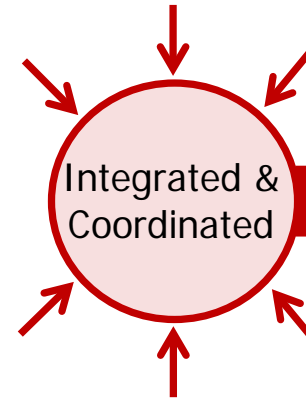


Transdisciplinary & Co-locating

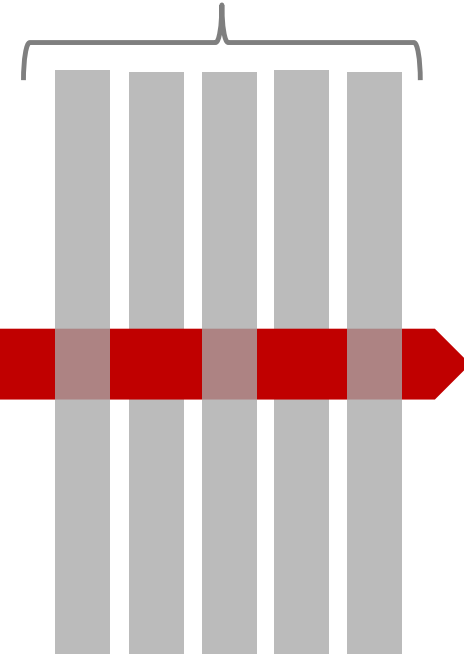
"Relating to more than one branch of knowledge"



→ Themes
→ Problems
→ Emerging



University Divisions / Units





Academic Affairs

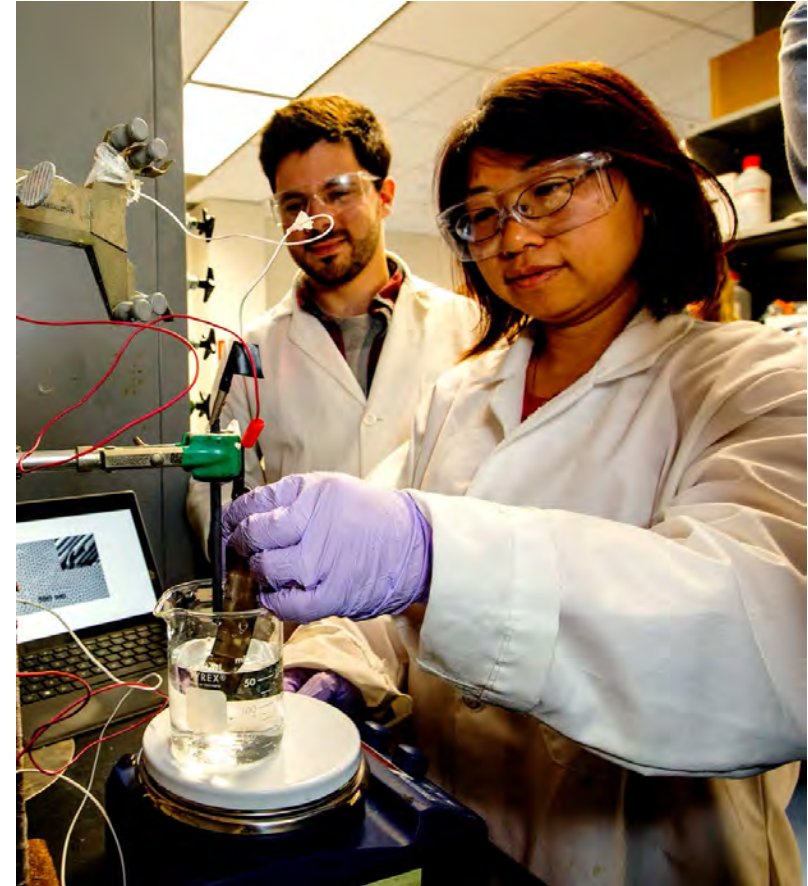
**New
Orgs**

Convening Expertise

Establish the most inventive campus where transdisciplinary learning, research, discovery, and application thrive as teams gather to solve problems and our portfolio expands.

**Trans-
Disciplinary**

Co-Locating





Academic Affairs—Org Change

Split

VP Research &
Dean Graduate
School



Dean of the
Graduate School
Michael Crowder

Search

VP Research
& Innovation

Strategic Purpose

Focus, Growth, Reputation

Create



Dean of
Undergraduate Education
Amy Bergerson

Strategic Purpose

Intense Focus on Student—
Centered Mission

Reallocate



Assoc. Provost
Faculty Affairs
Dana Cox



Sen. Assoc. Provost
Strategic Initiatives
Carolyn Haynes

Strategic Purpose

Clarity, Effectiveness & Focus

Faculty

Recruit

Retention

Support

Strategic

Boldly Creative

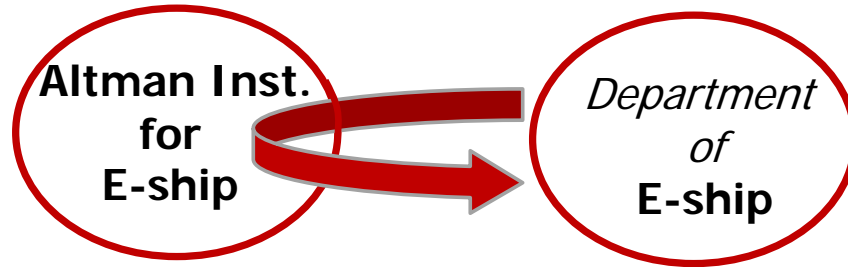
MiamiRISE

Incubator

Academic Affairs—Org Change

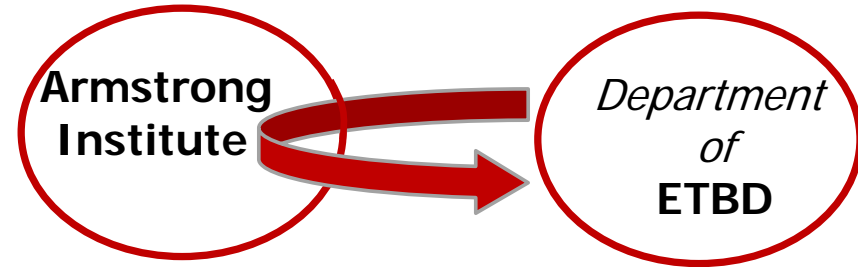


Spin-Off



Strategic Purpose			
Success, growth & reputation of e-ship			
Home for curricular offerings & Tenure			
Co-Majors	2019	2020	2021
(#)	109	148	183

Spin-Off

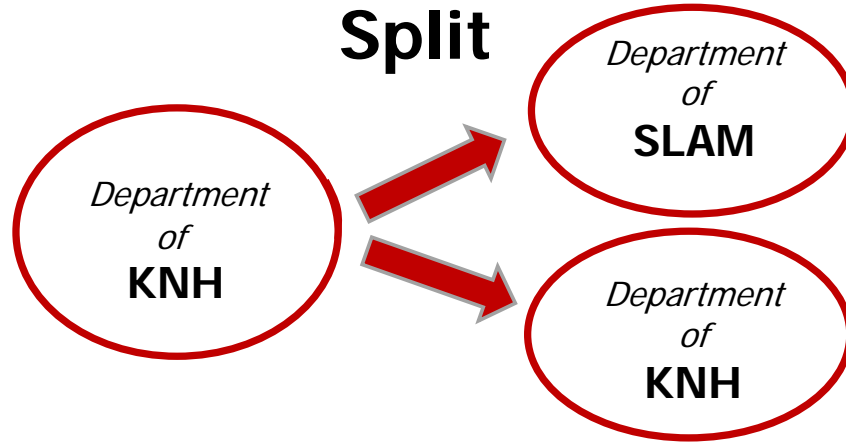


Strategic Purpose		
Success, growth & reputation of e-ship		
Home for curricular offerings & Tenure		
Majors	2020	2021
ETBD (#)	66	173
Games (#)	88	127

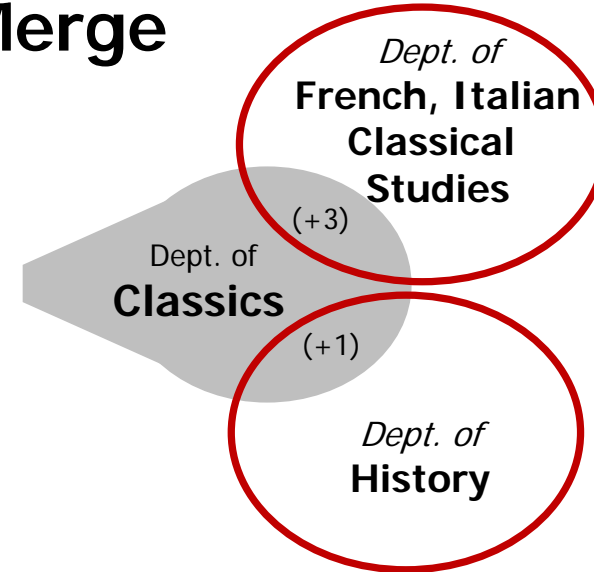
>> Academic Affairs—Org Change



Split



Merge



Strategic Purpose

Discipline differences

Growth in majors (manageable)

Majors	2019	2020	2021
(#)	523	522	500

Strategic Purpose

Governance: Dept., College, Provost, Senate

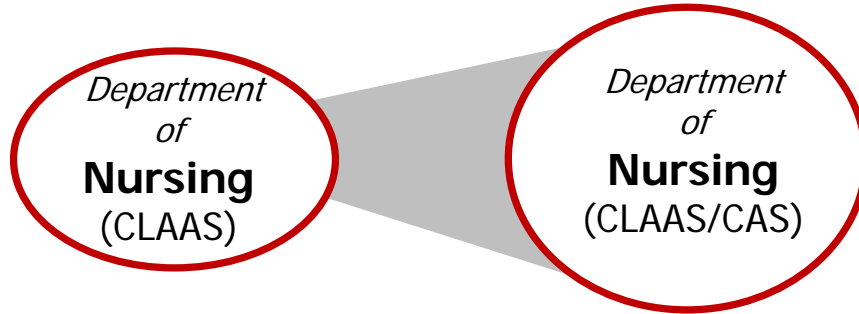
Synergy with other disciplines

Enhance scale & resources

Academic Affairs—Org Change

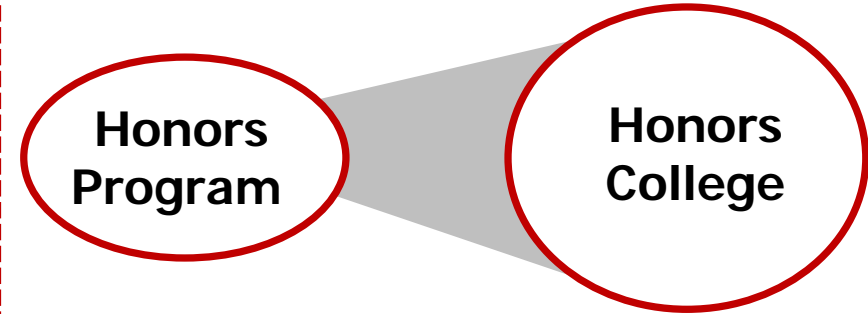


Expansion



Strategic Purpose				
Emerging society need				
Residential nursing experience				
Majors (Oxford)	2018	2019	2020	2021
(#)	63	149	222	299

Expansion



Strategic Purpose	
Build reputation around academic excellence	
First-priority recommendation strategic plan	
Cohort	2020
(#)	475
<GPA>	4.26

Academic Infrastructure—Crossing Boundaries



McVey Data Sciences Building

Statistics	CAS
Computer Science	CEC
Em. Tech. Bus. & Design	CCA
Ctr. Analytics & Data Science	University-Wide
Armstrong Institute	University-Wide

Clinical Health Sciences Building

Nursing	CLAAS & CAS
Speech Pathology & Audiology	CAS
Student Health Center	TriHealth
Speech & Hearing Clinic	Community
Counseling Services	Student Life

Academic Infrastructure—Crossing Boundaries



Completed

Equestrian Center

Equestrian Team	Rec Sports
Course Credit Offerings	University-Wide
Outreach	Community



TBD

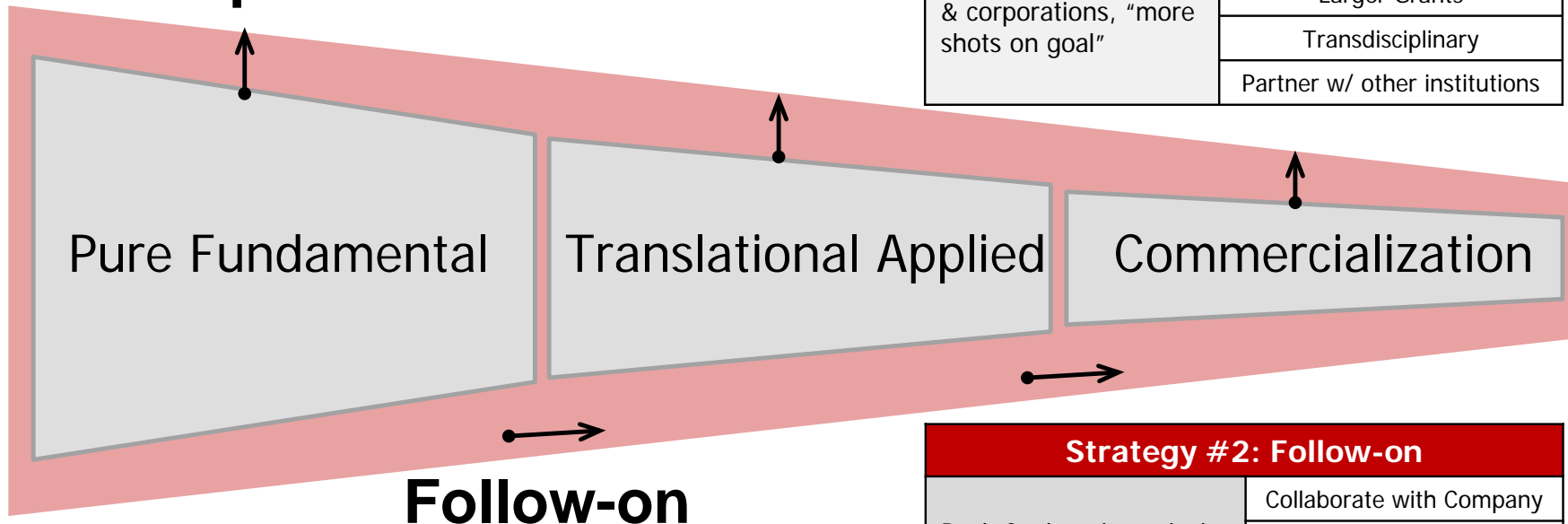
Bachelor Hall

Humanities Departments	CAS
Center for the Humanities	University-Wide
Media, Journalism & Film	CAS



>> Academic Affairs–Research

Expand



Strategy #1: Expand

Solicit more agencies
& corporations, "more
shots on goal"

Foundations, Corps, State

Larger Grants

Transdisciplinary

Partner w/ other institutions

Follow-on

Strategy #2: Follow-on

Push further through the
pipeline & continue with
promising discovery

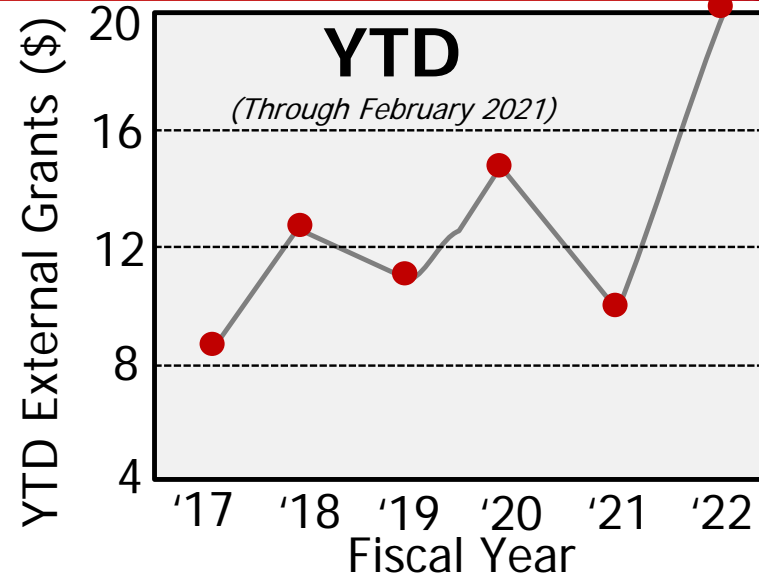
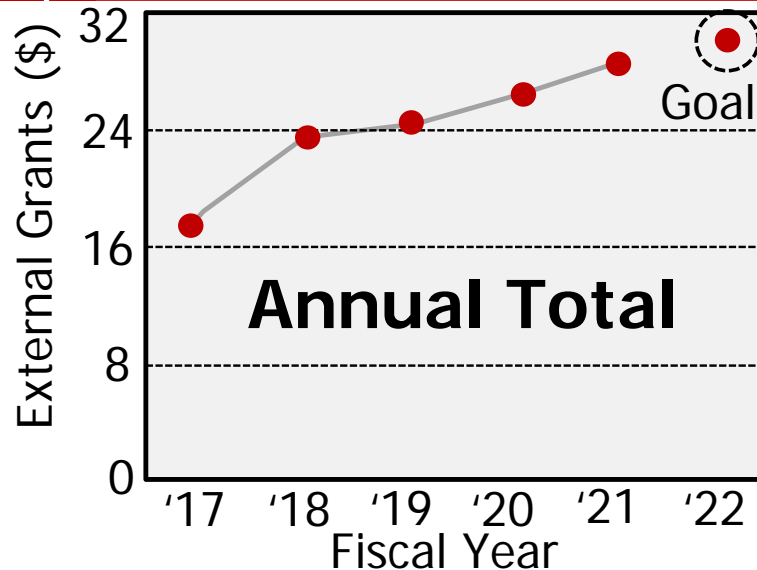
Collaborate with Company

Start Company

Pull from Company

Elm Street Ecosystem

Academic Affairs – Research



Fall 2021 Highlights

Scott (CEC), <i>et al.</i>	Castaneda (EHS), <i>et al.</i>	Singh (CEC), <i>et al.</i>	Graduate School
> \$1M (OFRN)	\$ 2.5 M (DoE)	\$1.5 M (NSF)	Full Fellowships (NSF)
National Security	Teacher Training	Attainment in Eng.	Ecology & Psychology

Academics—Progress & Recognitions



Research Top 20 Public Top 50 Public Top 10 Eng/UG/Public Top 10 Public Top 2 Study Abroad Top 2 Coding Top 100 Best Value



>> Most Recent Rankings



- Top 10 College Varsity Esports Programs of 2022
- Best Undergraduate Business School
 - #12 Public Undergraduate Business School, #17 in 2021
 - Top 5 for Student Experience
 - Top 10 for Career Outcomes
- Best Software Engineering Degree Program
 - #6 Software Engineering Program, Best in the Southeast



>> Governance & Collective Decision Making-1

- Departmental Governance
- College Composition Control
- Staff on Exec. Committee
- Faculty Member Co-Lead Senate
- Miami RISE
- Boldly Creative / Ac. Incubator
- Infrastructure Masterplan

Democratic Process & Reservoir of Wisdom



- ① Build Trust & Open Communication
- ② Peer Assessment Critical in Academy
- ③ Accountability & Responsibility Structures
- ④ Collective Decision Making
- ⑤ Build Shared Vision
- ⑥ Cultivate Leadership

Governance & Collective Decision Making-2

- Strategic Planning Committee

Faculty	Students	Staff	Community
43	12	24	3

- COVID Response Team (SRCC)

Faculty	Students	Staff	Community
5 (11)	— (5)	11 (19)	2 (3)

- DEI Task Force

Faculty	Students	Staff	Community
15	5	17	2

- Climate Action Task Force

Faculty	Students	Staff
8	1	7

- Sustainability Committee

Faculty	Students	Staff
8	5	9

Democratic Process & Reservoir of Wisdom



- ① Build Trust & Open Communication
- ② Peer Assessment Critical in Academy
- ③ Accountability & Responsibility Structures
- ④ Collective Decision Making
- ⑤ Build Shared Vision
- ⑥ Cultivate Leadership

>> University Communications & Marketing

Our Story

Building Brand

Elevate our reputation nationally & internationally as a community of people called to understand deeply, learn broadly, think entrepreneurially, serve purposely, and connect intentionally.

Recruitment

Awareness



UCM—Organizational Structure



Jaime Hunt

Vice President & CMCO



Jessica Rivinius

*Sen. Director of
News & Media
Relations*



Christian Ponce

*Sen. Director of
Marketing &
Brand Strategy*



Cathy Heinz

*Sen. Director of
Enrollment &
Communications*



Barb Maccombs

*Director of UCM
Operations &
Partner Relations*



Ashlea Jones

*Director of
Executive
Communications*

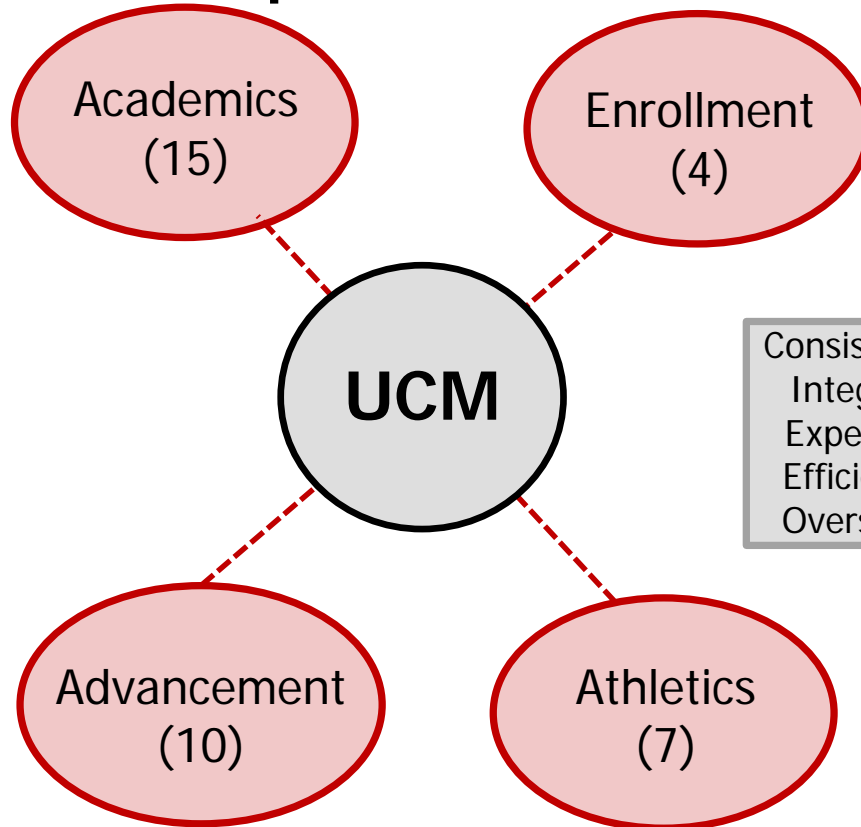


Nate Jorgenson

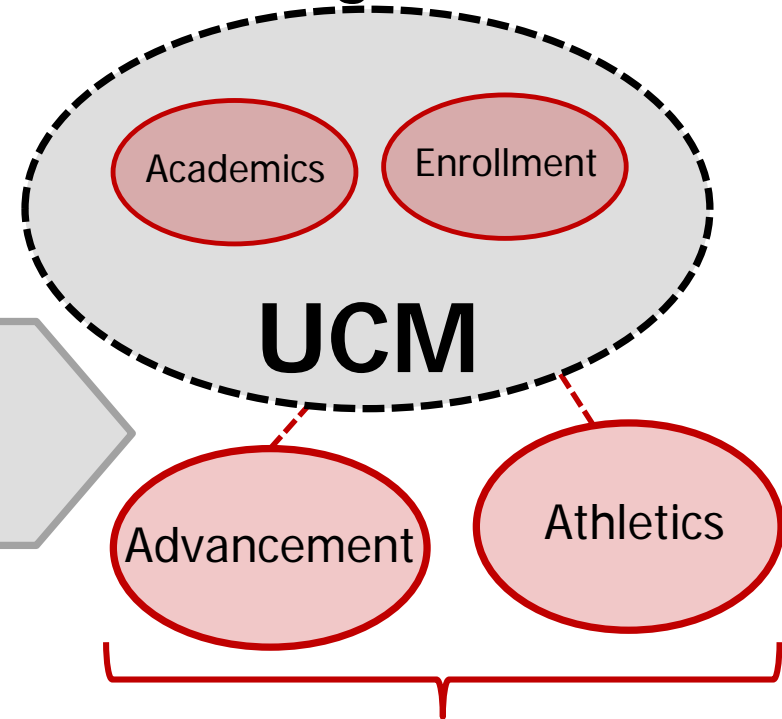
*Sen. Director of
Academic Marketing
& Communications*

>> UCM—Significant Organizational Change

Spoke & Wheel



Integrated



Formal mechanisms to bring closer to UCM—centrally.

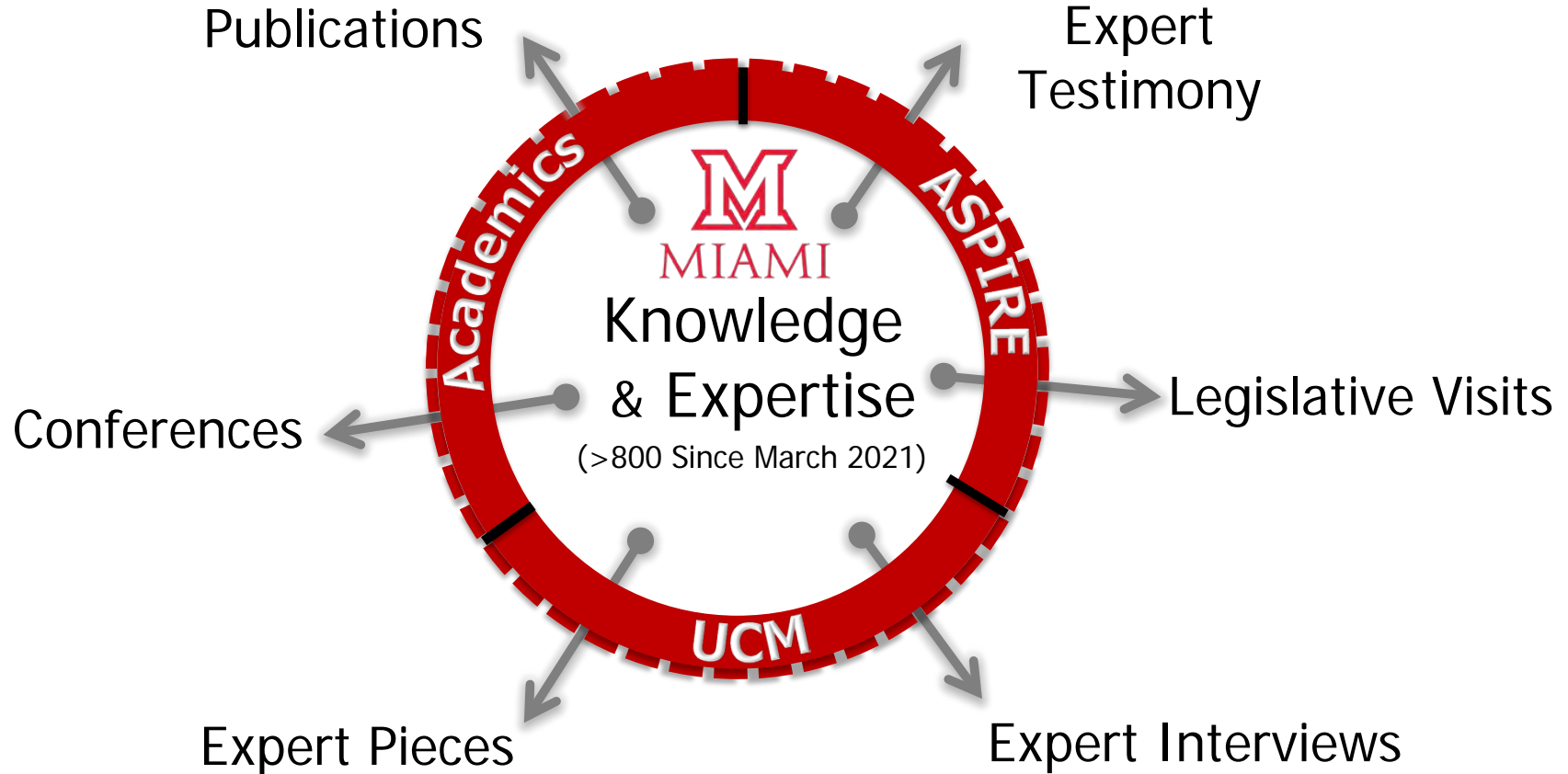
Consistency
Integrity
Expertise
Efficiency
Oversight

>> UCM—Goals & Achievements



#	Significant Goals	Significant Accomplishments
1	Elevate & refine the Miami brand—locally, regionally, nationally & internationally. Build brand consistency across units.	Rolled out brand messaging, updated visual identity, updated brand standards. Training campus now on new standards. Finalizing campaign concept.
2	Support recruitment & retention of a high-quality student body, & support financial model.	Develop & launch application generation & yield campaign w/ EMSS—largest class Fall 2021, largest application count in history 2021 & 2022.
3	Influence & engage a wide range of audiences—prospective students & families, policymakers, alumni, corporate partners, Ohioans & stakeholders.	Increase monthly media mentions—increased mentions by 14.4% & PR value by 12.5%. Doubled national media mentions since 2020. More than 800 faculty placements since March 2021.
4	Study, develop, & create a more centralized, cooperative and collaborative UCM, enhancing services and outreach to all units.	Transition all academic communicators (15 FTE) to UCM for highly collaborative model, creating better brand alignment, consistency of brand, and brand integrity. Complete.

Placements of Miami Faculty



UCM—Progress & Recognitions

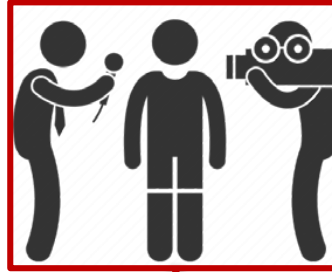


CASE Awards

UCM Best Practices – BrandBox

Best Alumni Magazine

Excellence in Writing— "Heat of Steele"



Forbes
| Councils

2019

2020

Placements
>800

Inside HE
4 Articles

2021-22
6 Articles

Volt.Edu
3 Articles

CASE Awards

Student Recruitment Publications

Commercial "From Now On"

Illustrations – "Miamians Make History"

Student Recruitment -- Viewbook

Excellence in Writing – "Realistic Revitalization"

INSIDE
HIGHER ED

volt

Governance & Collective Decision Making



- Communications Council
- Communications Strategy Task Force (Senior Leaders)
- Multicultural Marketing Committee
- Social Core Campus Group
- Diversity Fellows Group (DEI)

Democratic Process & Reservoir of Wisdom



- 1 Build Trust & Open Communication
- 2 Peer Assessment Critical in Academy
- 3 Accountability & Responsibility Structures
- 4 Collective Decision Making
- 5 Build Shared Vision
- 6 Cultivate Leadership

>> Office of ASPIRE



Partnerships

Accelerating Innovation

Adopt the most business-welcoming stance in higher education, partnering across boundaries with those who share our vision to advance technology & creativity to benefit society.

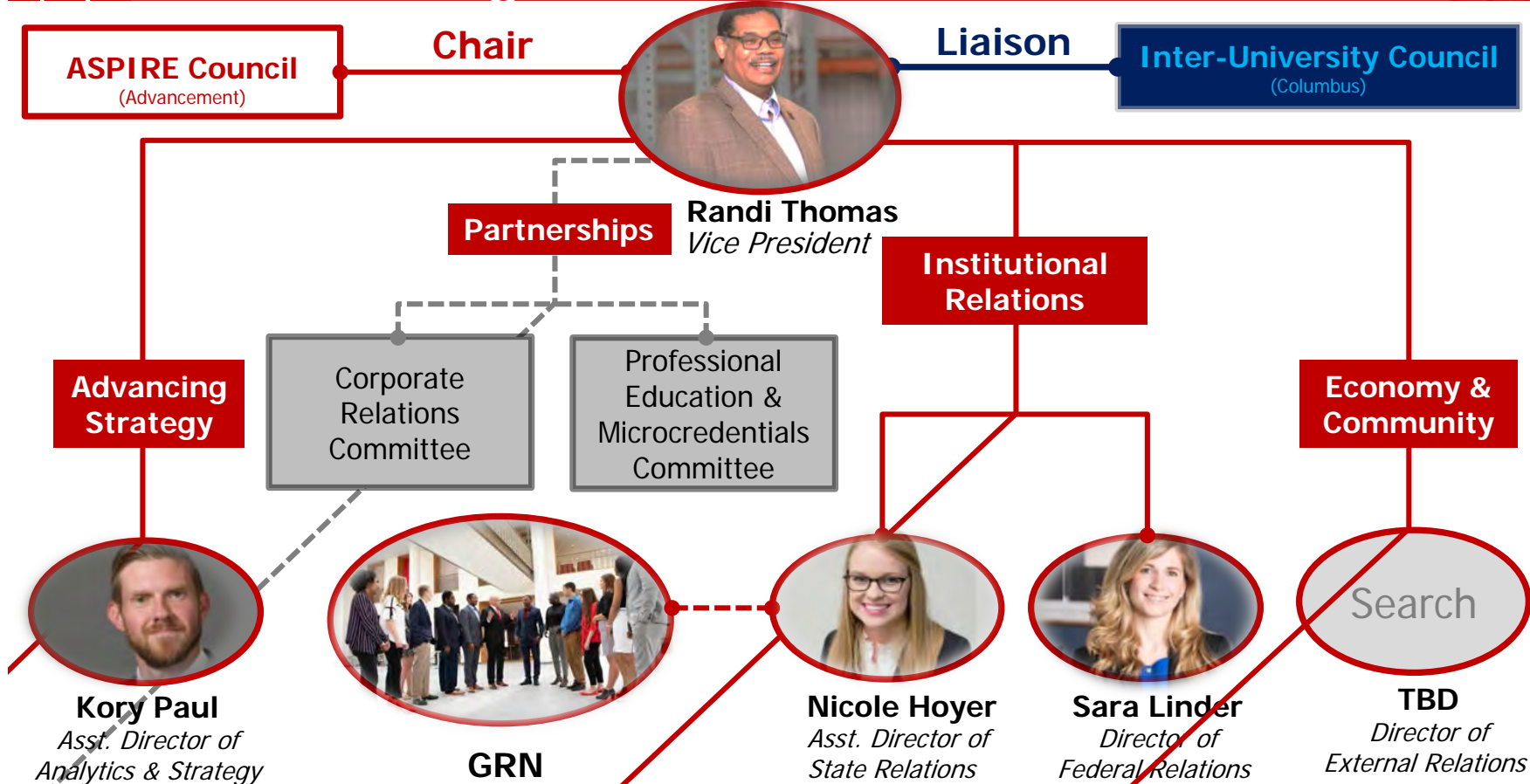
**Institutional
Relations**

Economy





ASPIRE – Organization Chart



Elm Street

(Oxford, Ohio)

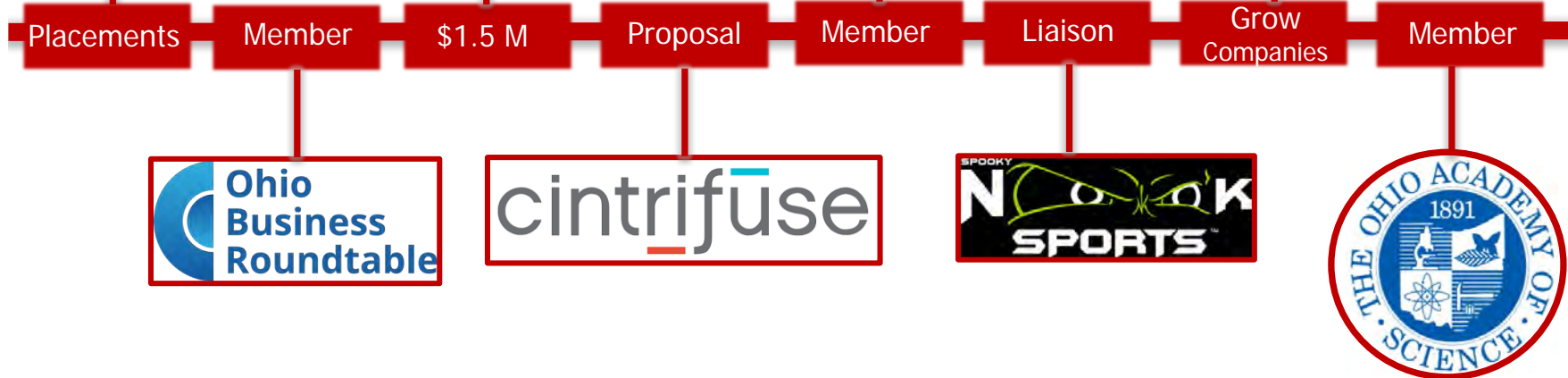


ASPIRE—Goals & Achievements



#	Significant Goals	Significant Accomplishments
1	Strengthen Oxford community—robust relationships with City, recruit portfolio of businesses beyond retail & tourism, & develop transportation facilities.	Reinvigorated relationships with Oxford—began development of Miami—CVG advanced autonomous aircraft technology hub ; AMTRAK stop ; BCRTA park & ride facility ; Chestnut fields multi-modal transportation hub .
2	Secure \$10 M in funding for Elm Street & recruit 3 inaugural tenants by July 2022.	Raised \$4.5 M to date for Elm Street & 3 tenants secured (4 th in pipeline), conducted > 250 briefings on Elm.
3	Expand community relationships with Middletown, Hamilton & West Chester—Work+, micro—credentials, early college, & business acceleration & partnerships.	Expanded Work+ program at Regionals—from 4 to 9 employers & student participants from 13- to 39 this semester. Became authorized IMAP (individual micro-credential assistance program) training provider. Closely working with Spooky Nook efforts in Hamilton.
4	Built out ASPIRE team with talented & experienced individuals.	Filled 3 positions : Sara Linder (Director of Federal Relations); Nicole Hoyer (Asst. Director of State Relations); Korey Paul (Asst. Director of Analytics & Strategy).

ASPIRE—Progress & Achievements



Governance & Collective Decision Making



- Partnership & Corporate Relations Coordinating Committee
- Community Committee
- Economic Development Committee
- Institute for Responsible Gaming, Lotteries, and Sport
- College@Elm Advisory Council
- Government Relations Networks

Democratic Process & Reservoir of Wisdom



- 1 Build Trust & Open Communication
- 2 Peer Assessment Critical in Academy
- 3 Accountability & Responsibility Structures
- 4 Collective Decision Making
- 5 Build Shared Vision
- 6 Cultivate Leadership

Information Technology



**Stable IT
Environment**

Leading Technology

Set the higher education standard for information technology leveraged to serve students and connect our campus to its community and the world.

**Community
& Culture**

IT Multiplier



Information Technology

**David Seidl***Vice President & CIO***Troy Travis**
*Asst. VP
Enterprise Ops***Brian Henebry**
*Asst. VP
Sol. Delivery***Sean Poley**
*Director
Accessible Tech.***TBD**
Chief Data Officer**John Virden**
*Security, Compliance,
Risk Mgmt***Donna Amrhein**
*Business Services,
Information Tech.***Bradley Grimm**
*Asst. VP
Finance & Business
Services, CIO***Randy Hollowell**
*IT Communication &
Client Advocacy*

Information Technology—Org Change



"The real hero of the pandemic, was Miami IT services."
Jordan Luttrell—Freeman, BCHD Epidemiologist



Troy Travis
*Asst. VP
Enterprise Ops*



Brian Henebry
*Asst. VP
Sol. Delivery*



John Virden
*Security, Compliance,
Risk Mgmt*

#	Changes
1	Classroom Tech/Hybrid
2	Zoom, Zoom, more Zoom
3	Bandwidth expansion/issues
4	Networking

#	Changes
1	Butler Co Contact Tracing
2	Collaboration w/ Health Officials

#	Changes
1	Ransomware Issues
2	New Bug – Log4j
3	Building IUC + Miami Security Community

>> IT—Goals & Achievements



#	Significant Goals	Significant Accomplishments
1	Asses short, medium, and long term ERP strategy.	Assessment complete, report will be presented at February Board of Trustees meeting.
2	Modernize Miami's identity management infrastructure.	Assessment in final stages, report being prepared to guide multi-year strategy and technology plan.
3	Assess & implement next generation storage strategy.	Purchased Google licenses to allow for time to make needed changes. Google plans to release tools to assist with assessment and planning.
4	Implement next generation WiFi infrastructure.	Deployed fiber & high tech network infrastructure, 4300+ new access points in record time
5	Continue cloud appropriate strategy.	Many major cloud moves completed —data center to cloud providers (Amazon, Microsoft, etc.) & new infrastructure on authentication.
6	Be seen as partner, with deep expertise, not just service provider. Be leaders at the state & national level.	Previously seen as service provider at best, NOW partner & go to place for expertise . Broad collaboration, nat'l recognition, nat'l publications, embedded with national organizations like EDUCAUSE .

IT—Progress & Achievements



Best
Place/Work

Seidl
23 Pubs



Seidl
Finalist

Virden
Top 100 CISO



DEI
Service Award

>> Governance & Collective Decision Making



- IT Strategic Governance
- Information Security Team (IST)
- Accessible Tech. Committee
- Change In Continuous Improvement Committee (CCIC)
- High Performance Computing Committee

Democratic Process & Reservoir of Wisdom



- ① Build Trust & Open Communication
- ② Peer Assessment Critical in Academy
- ③ Accountability & Responsibility Structures
- ④ Collective Decision Making
- ⑤ Build Shared Vision
- ⑥ Cultivate Leadership

Office of Institutional Diversity & Inclusion



**Engage
Diversity**

Championing DEI

Set the pace for DEI in higher education with a constant practice of inclusive excellence.

**Learn From
Diversity**

**Reflect
Diversity**



Office of Institutional Diversity & Inclusion



Cristina Alcalde
(VP IDI)



Kenya Ash
(Assoc. VP, Title IX & OEE0)



Hiram Ramirez
(Director, Programming & Strategic Initiatives)

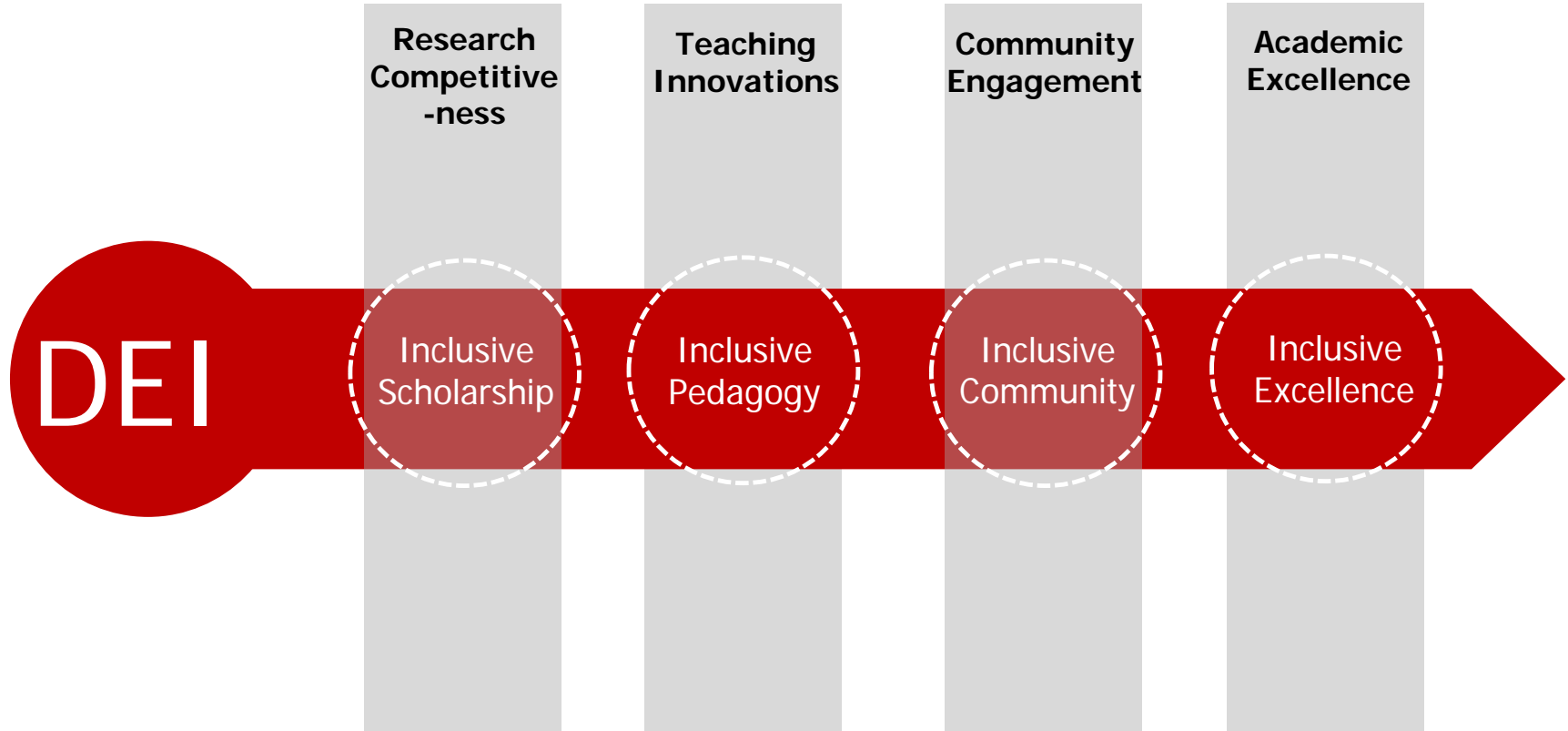


Samuel Kwapong
(Director, Programming & Strategic Initiatives)

>> IDEI — “Inclusive Excellence”



University Priorities & Goals



>> IDEI—Goals & Achievements



#	Significant Goals	Significant Accomplishments
1	Restructure IDI Office with talented professionals & evaluate ways to better coordinate collaboration & resources across campus.	Filled 2 Director positions & promoted OEE0 Director to AVP. Working diligently to engage campus for better DEI coordination (so much going on across campus).
2	Create new DEI module Series Certificate using Miami talent to teach modules. Target mid-upper level management as audience.	Completed. 11 Faculty & staff participated & created 10 modules. Launching first for our alumni (free of charge for alumni).
3	Revise faculty search committee processes.	Completed & ongoing. Launch of new diversity statement & bias & DEI training. 239 Search Committee members trained to date.
4	Create comprehensive Heritage Month programing.	Completed & ongoing. In support of inclusive excellence, month-to-month programming focused on diverse array of identities in Miami community.
5	Extend DEI & bias training to include anti-racism education for leadership & campus.	Completed & ongoing.
6	Continue to emphasize Freedom Summer of 1964 Award with new nominations & awardees.	Completed. Hollywood Dir. & Producer Reginald Hudlin (2021). Nat'l UG Railroad Museum (2022).

DEI—Progress & Achievements



2019



2020

2020



2021

2021



2021

2021



Governance & Collective Decision Making



- CODI
- Academic Diversity Officers Leadership Council
- DEI Student Council
- Divisional Officers Leadership Council
- Faculty & Staff Affinity Groups

Democratic Process & Reservoir of Wisdom



- ① Build Trust & Open Communication
- ② Peer Assessment Critical in Academy
- ③ Accountability & Responsibility Structures
- ④ Collective Decision Making
- ⑤ Build Shared Vision
- ⑥ Cultivate Leadership



Office of Sustainability

**Carbon
Neutrality**

Achieving Sustainability

Build the most ecofriendly, forward-looking infrastructure and programs of any university on our way to carbon neutrality, climate resilience & broad engagement across campuses.

**Climate
Resiliency**

**Campus
Culture**





Office of Sustainability

David Creamer
*Sen. Vice President
& CFO*



Cody Powell
*Assoc. Vice President
Facilities & Operations*



Adam Sizemore
*Director of
Sustainability*



Climate Action Task Force



Produce



Buy



Commute

Adam Sizemore



Jonathan Levy



Overarching Goals

Carbon Neutrality Plan (PCLC)

Climate Resiliency Plan (PCLC)

Sustainability Committee



Waste



Procurement



Food

Suzanne Zazycki



Helaine Alessio



Overarching Goals

Campus Embrace & Culture

Campus Systems & Processes



Measuring Carbon Neutrality (PCLC)

Greenhouse Gas Emissions

CO₂

SF₆

CH₄

N₂O

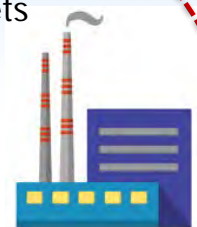
HFCs

PFCs



Vehicles
& Fleets

On-site Sources



Landfills &
Wastewater

Scope 1

Owned & Controlled



Heating & Cooling



Steam



Electricity



Scope 2

Purchased & not-Controlled



Commuting

Air Travel



Others

Scope 3

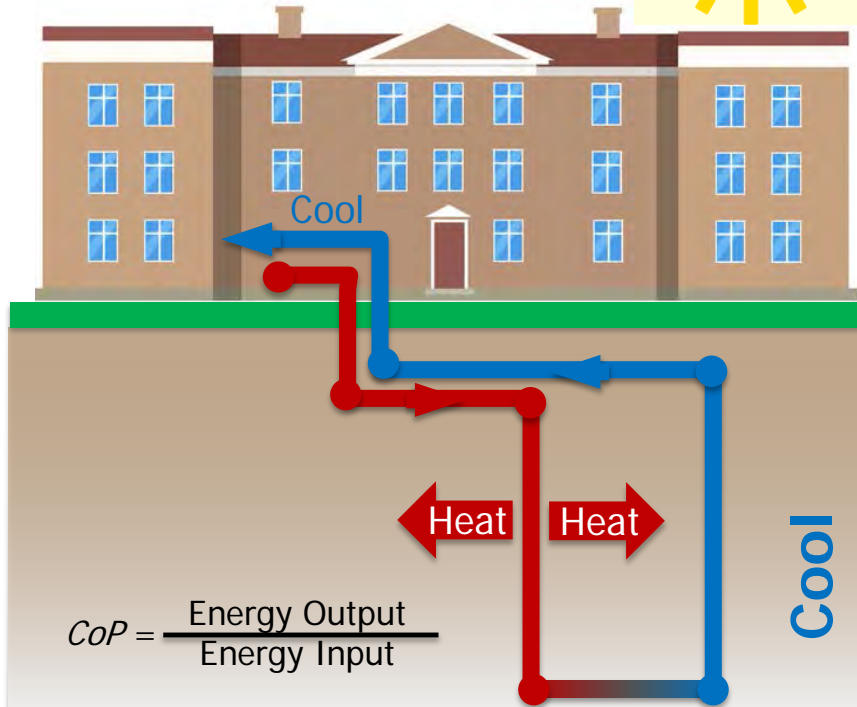
Not-Owned & not-Controlled



Geothermal Technology Investment

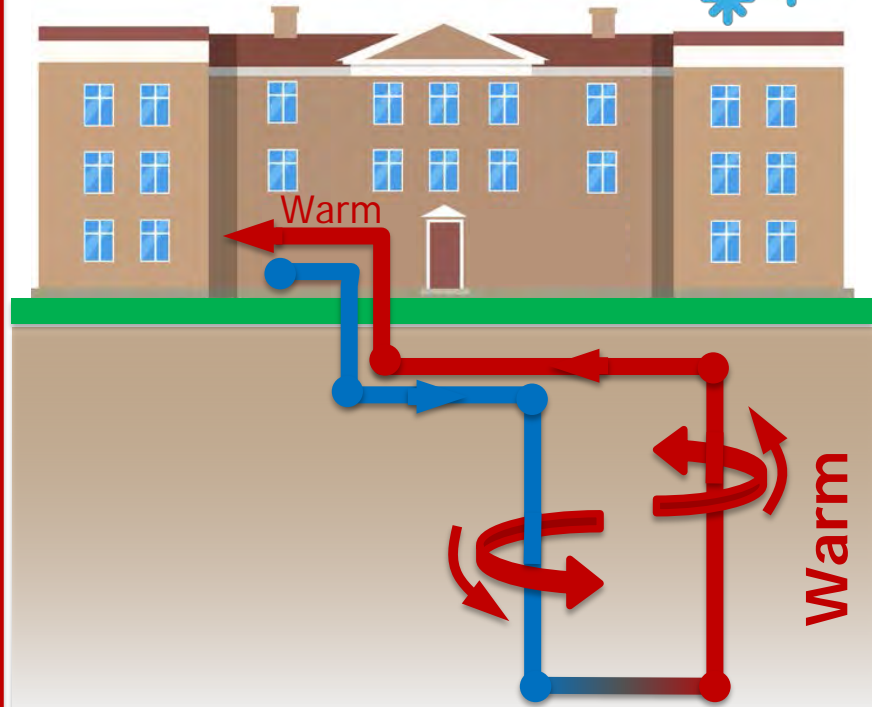
Summer

$CoP = 6-20$



Winter

$CoP = 4.2$



Sustainability—Goals & Achievements



#	Significant Goals	Significant Accomplishments
1	Develop a Climate Action Plan - completion 2024	Sustainability Office, UCM & Energy Systems built the University's first carbon footprint dashboard .
2	Develop a Resilience Assessment with the City of Oxford - completion 2023.	Sustainability Office, UCM and the Regionals E-Campus to implemented a Student Sustainability Education Module .
3	Integrate Sustainability Pillars into campus activities and develop goals specific to each division - ongoing	The new Global Miami Plan replaces Thematic Sequences with 9 hours in "Connections." 1 of the 5 possible Connections areas is " Sustainability, Resilience, and Change. "
4	Complete STARS report	Miami University adopted three institutional-level Sustainability Pillars — Fall 2021
5	Understand "journey" and technology needs to advance campus to carbon neutrality	PFD initiated 2 studies to inform decision-making to achieve carbon neutrality : solar-energy study with HEAPY Engineering, a net-zero study with MEP Associates/Salas O'Brien.

Sustainability—Progress & Accolades



SIERRA



Gold
STARS

Top 100
"Coolest"



Green
Schools



Bike
Friendly



½ Peers
<Energy/□ft>



Footprint
Energy Use

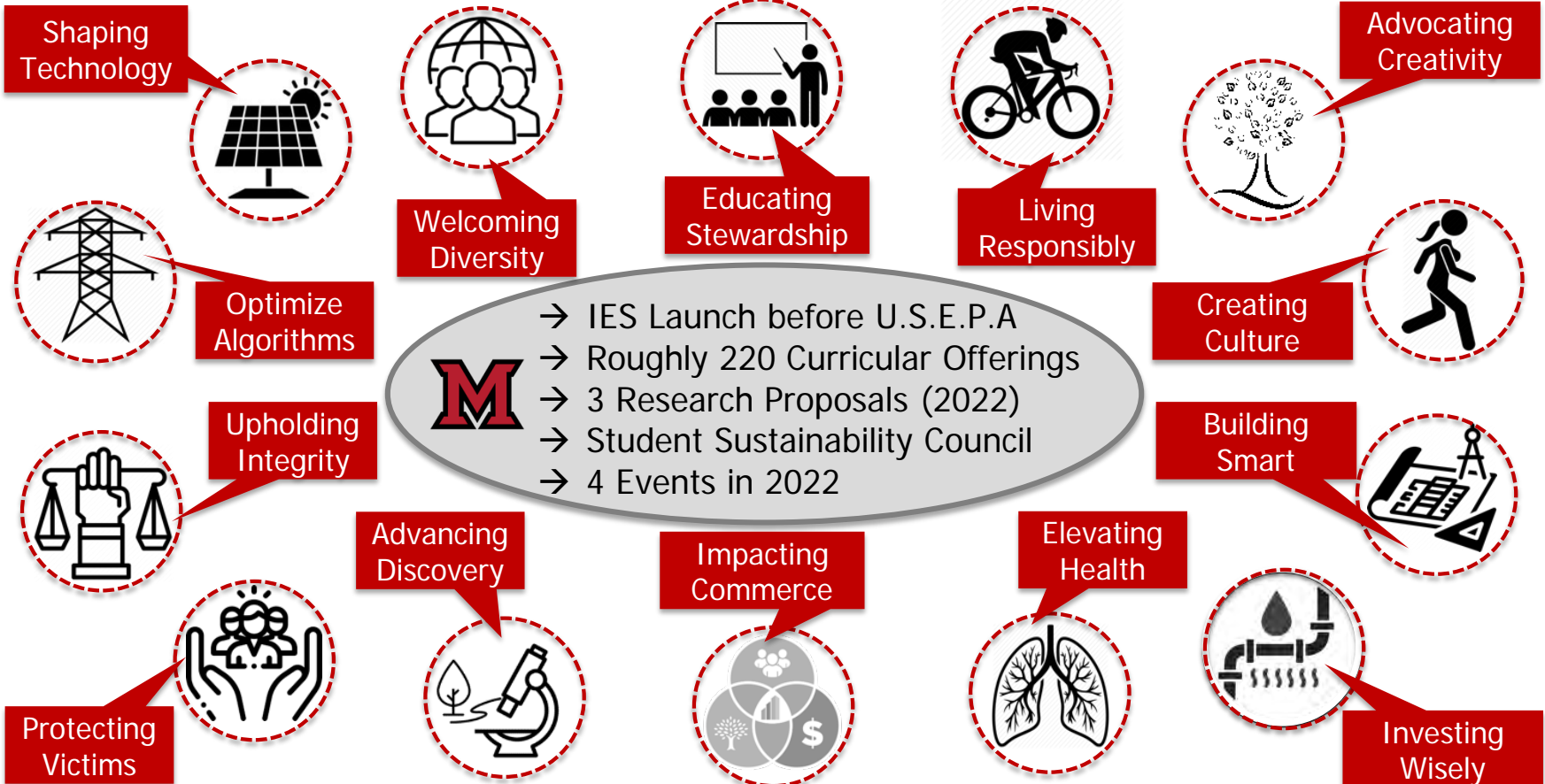


No Coal
Since 2017

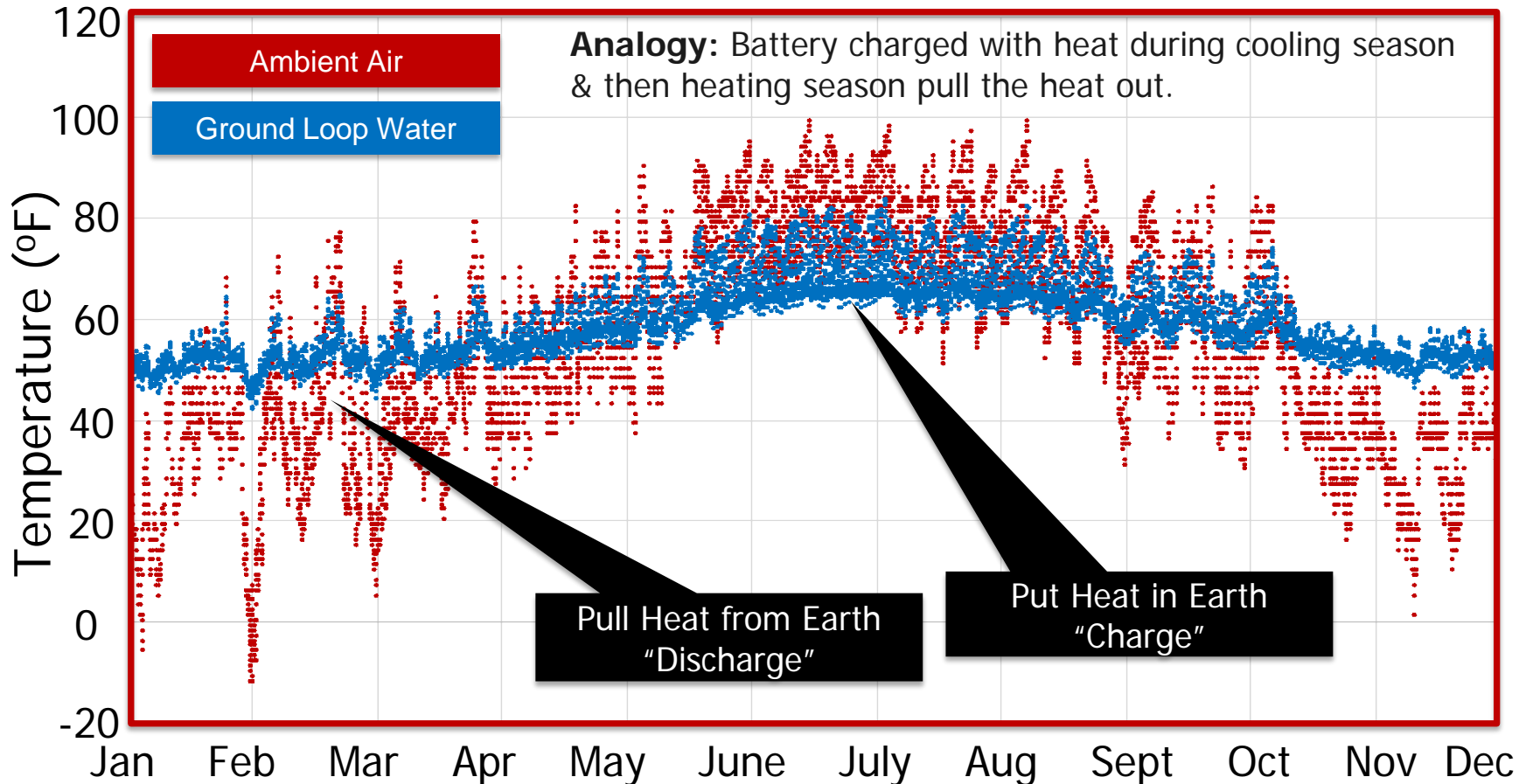


32 LEED
Buildings

Empowering Transdisciplinary Engagement



Geothermal Technology Investment



Thank You!





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

*Approved by the Board of Trustees
February 25, 2022*

February 25, 2022
Academic and Student Affairs

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

RESOLUTION R2022-22

BE IT RESOLVED that the Board of Trustees hereby approves the following faculty and librarians for promotion and tenure, and continuing contracts, as stated below, effective July 1, 2022:

Name	Division	Dept	Promotion Recommendation
Joseph Bates	CAS	English	Tenure & Associate
Kimberly Berg	FSB	Economics	Tenure & Associate
Durell Callier	EHS	Educational Leadership	Tenure & Associate
Arthur Carvalho	FSB	Information Systems & Analytics	Tenure & Associate
Jennifer Cohen	CAS	Global and Intercultural Studies	Tenure & Associate
Matthew Crain	CAS	Media, Journalism, and Film	Tenure & Associate
Katie Day Good	CAS	Media, Journalism, and Film	Tenure & Associate
Ann Boehling Dell'Aria	CCA	Art	Tenure & Associate
Michele Frank	FSB	Accountancy	Tenure & Associate
Kazue Harada	CAS	GRAMELAC	Tenure & Associate
Carolyn Hardin	CAS	Media, Journalism and Film	Tenure & Associate
Vrinda Kalia	CAS	Psychology	Tenure & Associate
Callie Maddox	EHS	Sport Leadership & Management	Tenure & Associate
Camilla McMahon	CLAAS	Social and Behavioral Sciences	Tenure & Associate
Thembinkosi Mkhathshwa	CLAAS	Math and Physical Sciences	Tenure & Associate
John Ni	FSB	Management	Tenure & Associate
Anna Radke	CAS	Psychology	Tenure & Associate
Ganiva Reyes	EHS	Teacher Education	Tenure & Associate
Mohammad Ebrahim Sarabi	CAS	Mathematics	Tenure & Associate
Mark Scott	CEC	Electrical & Computer Engineering	Tenure & Associate
Alim Sukhtayev	CAS	Mathematics	Tenure & Associate
Jonathon Vivoda	CAS	Sociology and Gerontology	Tenure & Associate
Ann Marie Wainscott	CAS	Political Science	Tenure & Associate
Hui Wang	CEC	Chemical, Paper, & Biomedical Engineering	Tenure & Associate
Jessie Wang	FSB	Marketing	Tenure & Associate
Zhijiang Ye	CEC	Mechanical & Manufacturing Engineering	Tenure & Associate

Continued on next page

Name	Division	Dept	Promotion Recommendation
Katherine Abbott	CAS	Sociology and Gerontology	Full Professor
Elisa Abes	EHS	Educational Leadership	Full Professor
Brian Danoff	CAS	Political Science	Full Professor
Darrel Davis	EHS	Educational Psychology	Full Professor
Louis DeBiasio	CAS	Mathematics	Full Professor
Stefanie Dunning	CAS	English	Full Professor
Thomas Fisher	CAS	Statistics	Full Professor
Paul Flaspohler	CAS	Psychology	Full Professor
Brooke Flinders	CLAAS	Nursing	Full Professor
Thomas Garcia	CCA	Music	Full Professor
Dmitriy Garmatyuk	CEC	Electrical & Computer Engineering	Full Professor
Timothy Holcomb	FSB	Entrepreneurship	Full Professor
John Humphries	CCA	Architecture & Interior Design	Full Professor
Anthony James	EHS	Family Science & Social Work	Full Professor
Jeremy Jones	CCA	Music	Full Professor
Scott Kenworthy	CAS	Comparative Religion	Full Professor
Dominik Konkolewicz	CAS	Chemistry and Biochemistry	Full Professor
Anita Mannur	CAS	English	Full Professor
Daniel Prior	CAS	History	Full Professor
Donna Scarborough	CAS	Speech Pathology and Audiology	Full Professor
Haifei Shi	CAS	Biology	Full Professor
Yelizaveta Skryzhevskaya	CAS & CLAAS	Geography & Social and Behavioral Sciences	Full Professor
Leonard J. Smart	CAS	Psychology	Full Professor
Paul Urayama	CAS	Physics	Full Professor
Peng Wang	FSB	Management	Full Professor
Eyad Musallam	CLAAS	Nursing	Tenure
Vaskar Raychoudhury	CEC	Computer Science & Software Engineering	Tenure
Karen Davis	CEC	Computer Science & Software Engineering	Tenure & Full Professor
John Femiani	CEC	Computer Science & Software Engineering	Tenure & Full Professor
Jessica Long	LIB	University Libraries	Principal Librarian



BOARD OF TRUSTEES
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Approved by the Board of Trustees February 25, 2022

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

2022-2023 Room and Board

I. 2022-2023 Cohort Tuition Promise Students and Other Incoming Students

WHEREAS, legislative restrictions limit increases in room and board for the entering fall cohort to 4.6%; and

WHEREAS, annual inflation for food, energy, construction, and hospitality employee compensation are collectively projected to rise by more than 10% resulting in a recommendation to increase all current rates by 4.5%.

NOW THEREFORE BE IT ORDAINED: that the Board of Trustees hereby establishes the following charges to be levied and collected for students admitted under the 2022-2023 Miami Tuition Promise cohort beginning first semester of the academic year 2022-2023 and to remain in effect for four (4) years as part of the Miami Tuition Promise unless otherwise indicated; and

BE IT FURTHER ORDAINED: that the Board of Trustees further establishes the following charges to be levied and collected for other incoming students beginning with the first semester of the academic year 2022-2023.

	<u>2021-22</u>	<u>2022-23</u>	<u>% change</u>
A. Residence Halls (Fall/Spring, per semester per student)			
Non-Renovated Single	\$4,560	\$4,765	4.5%
Non-Renovated Double	\$3,663	\$3,828	4.5%
Non-Renovated Triple or Quad	\$3,601	\$3,763	4.5%
Single	\$5,299	\$5,537	4.5%
Double	\$4,421	\$4,620	4.5%
Modified Double	\$3,961	\$4,139	4.5%
Triple or Quad	\$3,714	\$3,881	4.5%
Heritage Commons	\$5,485	\$5,732	4.5%
B. Meal Plans (Fall/Spring, per semester per student)			
Diplomat Minimum	\$2,241	\$2,342	4.5%
Diplomat Standard	\$2,831	\$2,958	4.5%
Diplomat Plus	\$2,949	\$3,082	4.5%
Diplomat Premium	\$3,450	\$3,605	4.5%
Diplomat Premium C *	\$2,080	\$2,080	0.0%

**Disability Accommodations Only*

C. Residential Fee (Fall/Spring, per semester per student)

Fall and Spring Residents	\$471	\$492	4.5%
---------------------------	-------	-------	------

D. Residence & Meal Plan Fall/Spring Increase (Common Experience per Semester)

Non-Renovated Double + Board + Fee	\$6,965	\$7,278	4.5%
Double + Board + Fee	\$7,723	\$8,070	4.5%

II. Previously Approved Tuition Promise Cohorts

Previously approved Room and Board rates for continuing Tuition Promise Cohorts will not be changed and will remain in effect for the originally approved four (4) years, unless otherwise indicated.

III. All Students, Sororities, and Refund Policies

	<u>2021-22</u>	<u>2022-23</u>	<u>% change</u>
A. Summer Housing Weekly			
Double Occupancy	\$141	\$147	4.3%
Single Occupancy	\$205	\$214	4.4%
B. Winter Term Housing Block Rate (Available for students enrolled in class)	\$466	\$466	0.00%
C. Sorority Suites (Per suite per semester)			
Less than 500 square feet	\$1,500	\$1,500	0%
500 to 899 square feet	\$6,166	\$6,443	4.5%
900 to 999 square feet	\$10,404	\$10,872	4.5%
1,000 to 1,099 square feet	\$11,479	\$11,996	4.5%
1,100 to 1,199 square feet	\$12,551	\$13,116	4.5%
1,200 to 1,299 square feet	\$14,138	\$14,774	4.5%
1,300 to 1,399 square feet	\$15,953	\$16,671	4.5%
1,400 to 1,499 square feet	\$17,399	\$18,182	4.5%

- Suites sized 500 square feet and larger include use of Hamilton Hall Multi-Purpose Meeting Room.
- Through negotiation with the Division of Student Life, sorority suite rental rates are adjusted to provide better affordability for very small chapters in suites less than 500 square feet in size.

D. Residence Halls Room Refund Policy

The refund policy for room rent and residential fee for first and second semester will be as follows:

- | | | |
|-----|---|--------------------|
| (1) | Withdrawal during the first five class days of the term | 100 % of room rent |
|-----|---|--------------------|

Business Session

Item 6

February 24, 2022

Finance and Audit

(2)	Withdrawal during the sixth through eighth class days of the term	90 % of room rent
(3)	Withdrawal during the ninth through twentieth class days of the term	50 % of room rent
(4)	Withdrawal during the twenty-first through thirtieth class days of the term	35 % of room rent
(5)	Withdrawal during the thirty-first through the fortieth class days of the term	25 % of room rent
(6)	Withdrawal after fortieth class day of the term	No Refund

The refund policy for room rent for the summer terms will be as follows:

(7)	Withdrawal during the first three class days of the term	100% of room rent
(8)	Withdrawal during the fourth through eighth class days of the term	50% of room rent
(9)	Withdrawal during the ninth through fifteenth class days of the term	25% of room rent
(10)	Withdrawal after the fifteenth class day of the term	No Refund

Provided further that no room rental charges will be returned upon withdrawal until thirty days have elapsed from the date of withdrawal. In the event of an emergency, the Vice President for Finance and Business Services or his designee is authorized to make exceptions to the above stated refund policy.

An advance Oxford Campus university contract confirmation deposit of \$330.00 and an admission fee of \$95.00 are charged to all incoming residential students. Generally speaking, the \$330 university contract confirmation deposit will be returned to the student after their final semester at Miami University. If the student pays the university contract confirmation deposit and fails to matriculate, or matriculates and withdraws mid-semester the deposit is forfeited.

E. Meal Plan Change and Refund Policy

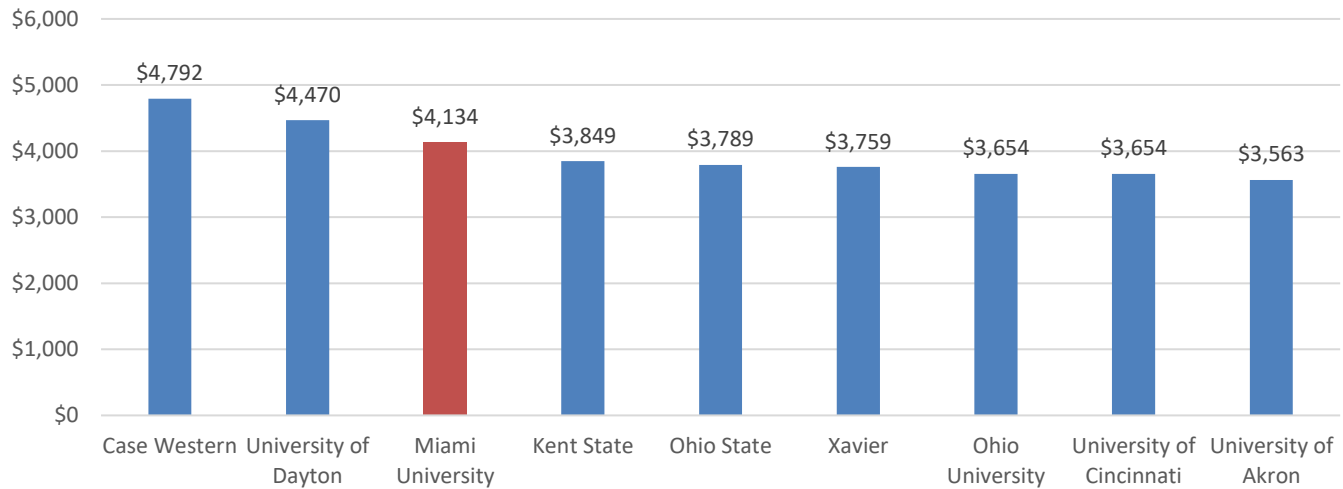
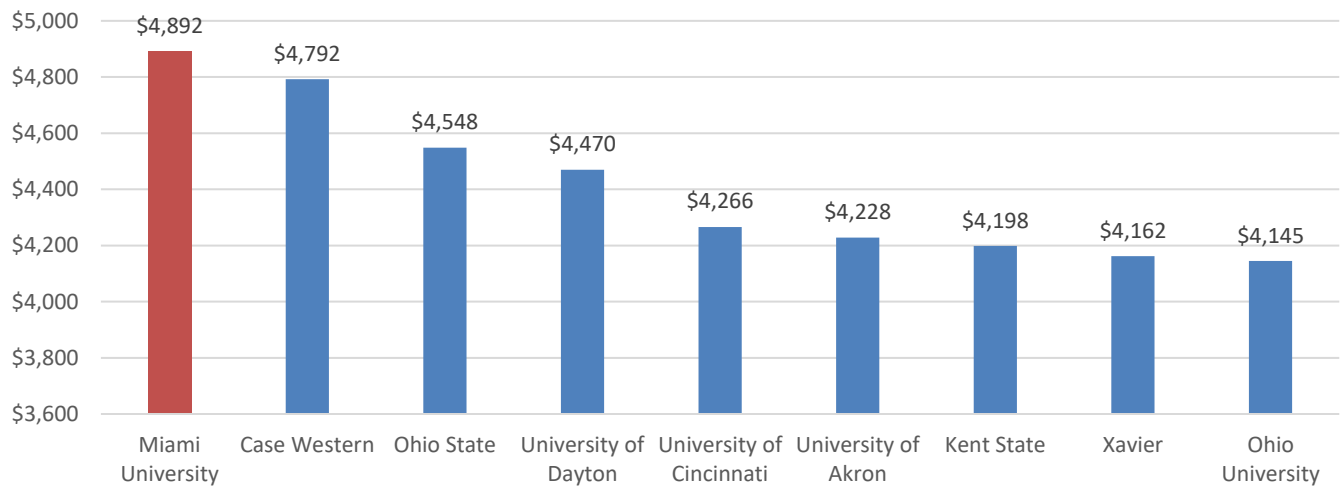
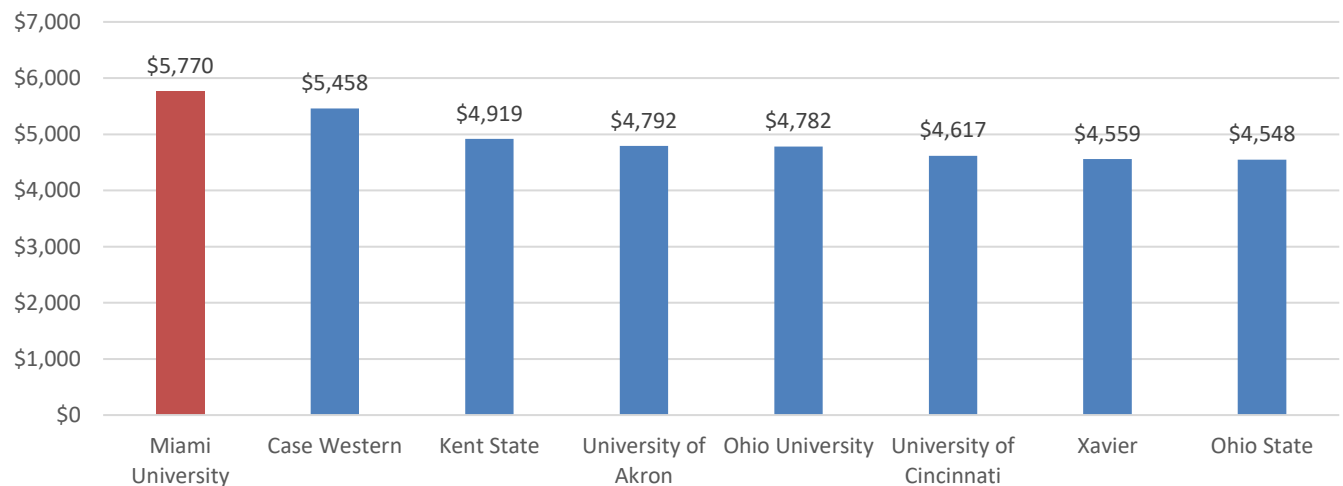
Meal Plan holders are permitted to change their selected level until the first day of class during each semester. Meal plan holders may continue to add additional declining balance dollars at any time, but are not permitted to lower their plan level after the first day of class.

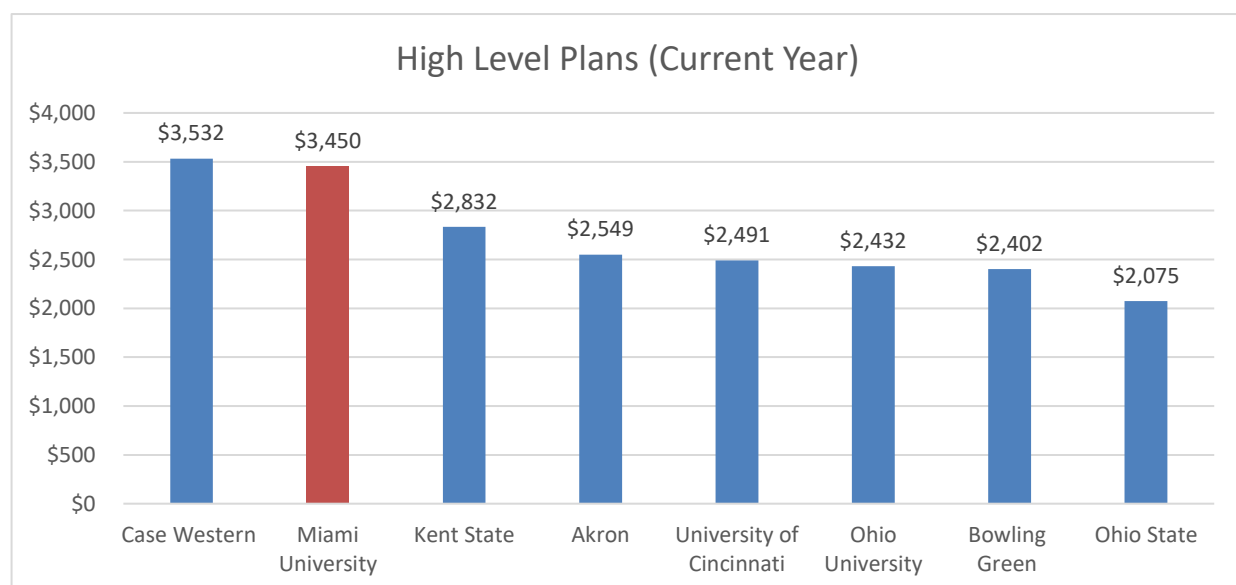
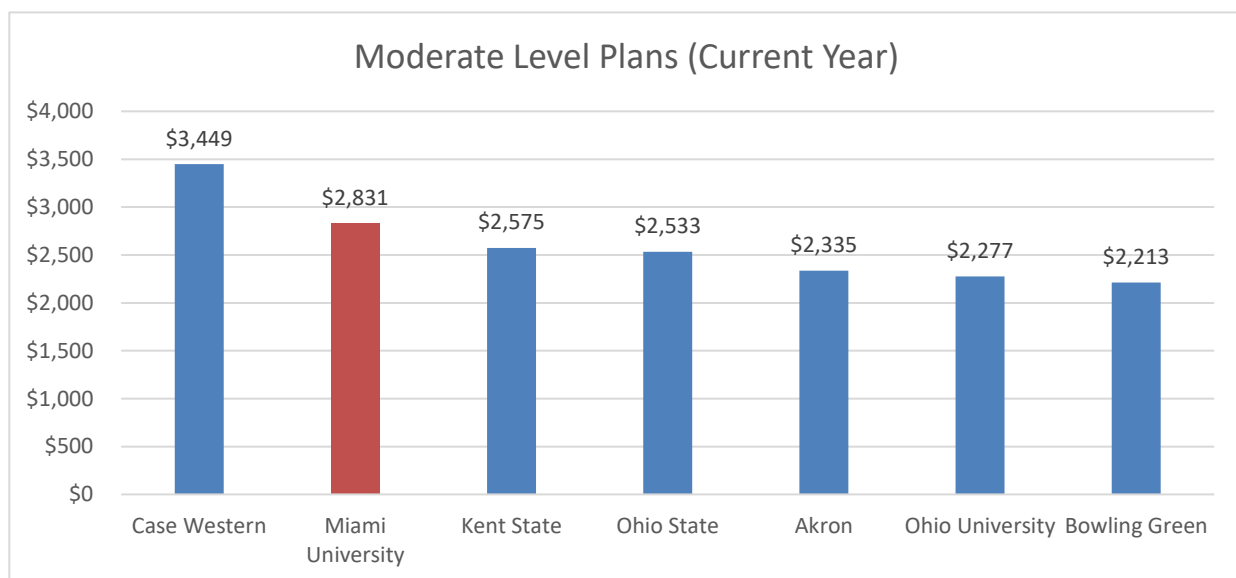
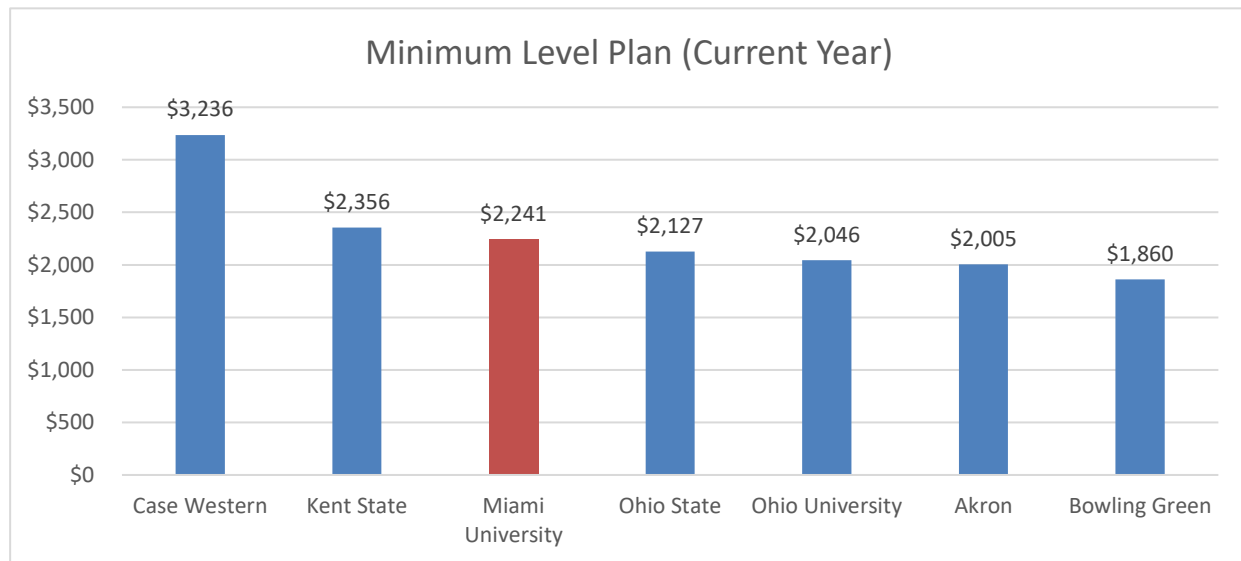
Unused declining balance dollars at the end of each semester roll forward to the next semester. Unused buffet meals do not carry forward. When a student moves off campus, any remaining declining balance dollars are converted to the meal plan for off campus students.

Students who withdraw from the university within the first five days of a class term receive a full credit of their current term declining balance deposit (less any used amounts), and a full credit of their buffet meals based on the percentage schedule defined in Section D (1-6) of this document.

Students who withdraw from the university after the fifth day of the term, and up to the fortieth day of the term will receive a refund of 80% of any unused declining balance dollars, and a calculated credit for unused buffet meals (if applicable), based on the same percentage schedule defined in Section D (1-6) of this document. There is no refund or credit for students who graduate or withdraw after the fortieth day of the term.

In the event of an emergency, the Senior Vice President for Finance and Business Services or his designee is authorized to make exceptions to the above stated refund policy.

Room Rate Comparisons - Current Year (2021-2022)*Includes Residential Fee if Published***Double (Non-Renovated) Current Year****Double (Renovated/New) Current Year****Single (Renovated/New) Current Year**

Meal Plan Rate Comparisons - Current Year (2021-2022)



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RESOLUTION R2022-23

WHEREAS, the Ogden Hall and Bell Tower Place Renovation project involves the renovation of one existing residence hall and dining hall that are combined in one structure; and

WHEREAS, Miami University has determined that cost control, speed of implementation, and best value may be gained by utilizing the Design-Build project delivery method; and

WHEREAS, Miami University has determined that because of current construction market conditions and the likelihood of dining operations at this location being reimaged in the near future; the best course of action is to fully renovate the residence hall portion of the building, but reduce the scope of the dining hall renovation to the minimum required to support the building systems and prepare the dining hall spaces for future renovation; and

WHEREAS, Miami University is in receipt of and is in the process of reviewing the Guaranteed Maximum Price (GMP); and

WHEREAS, Miami University has identified funds in the amount of \$27,000,000 for the Ogden Hall and Bell Tower Cafe Renovation project;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer to proceed in executing the Guaranteed Maximum Price (GMP) for the Ogden Hall and Bell Tower Place renovation project not to exceed \$27,000,000.

*Approved by the Board of Trustees
February 25, 2022*

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

Executive Summary
for the
Ogden Residence Hall/Bell Tower Place Dining Renovation
February 25, 2022

This project will result in the renovation of Ogden Hall as part of the Long-Range Housing Master Plan. The work in Bell Tower Place will be limited to preparing the space for future renovation. The project will be delivered using Design-Build methodology to reduce time taken from design through construction, reduce the cost of construction, and minimize the risk to the University.

Renovations to the residence hall will include new windows, ADA accessibility improvements, elevators, insulating of attics, new corridor ceilings, interior lighting, plumbing systems, sprinkler system, electrical distribution, HVAC systems, life safety and fire alarm systems, utility tie-ins, site utilities, selective addition and/or demolition of bedroom walls, and new bedroom finishes. Student life programming elements such as community rooms, group study rooms, and other support spaces will be included. This project coincides with the Central Campus Hot Water Conversion project, which converts Ogden from steam to heating hot water and eliminates the need for using window air-conditioners.

Preparing Bell Tower Place for future renovation will allow under-slab utilities and other building systems to be upgraded now to minimize the impact once the renovation work does begin. The university is currently evaluating a potential partnership with a vendor to operate dining services. It is prudent to pause on moving forward with designing and constructing this space until a final direction is determined and the partner is able to participate in the design.

<u>Project component:</u>	<u>Budget:</u>	<u>Funding Source:</u>
Est. Design and Administration:	\$1,600,000	Local Funding
Est. Cost of Work:	\$20,500,000	Local Funding
Est. Owner's Costs:	\$2,900,000	Local Funding
Est. Contingency:	<u>\$2,000,000</u>	Local Funding
Est. Total:	\$27,000,000	



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February 25, 2022
Finance and Audit

RESOLUTION R2022-24

WHEREAS, Miami University desires to enhance the regional economy while offering students the opportunity to gain real work experience by way of partnerships with external entities around product & business development through The College @ Elm project; and

WHEREAS, the Board of Trustees of Miami University approved Resolution R2022-17 at its December 2021 meeting to allow the Senior Vice President for Finance and Business Services and Treasurer to award contracts for the College @ Elm project for a total project budget not to exceed \$13,500,000; and

WHEREAS, current construction pricing and additional scope of work for a tenant will require additional resources; and

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Senior Vice President for Finance and Business Services and Treasurer, to proceed with the award of contracts for the College @ Elm project with a total project budget not to exceed \$15,000,000.

*Approved by the Board of Trustees
February 25, 2022*

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

Business Session
Item 5c
February 24, 2022
Finance and Audit

Executive Summary
for the
College @ Elm Renovation Project
February 25, 2021

Building on Miami's award-winning undergraduate programs, the College @ Elm will provide space to give students real world experience, access to external partners, and alternative teaching methods around business startups and small scale manufacturing. Its large volumes, easily accessible loading docks, industrial sized elevator and community-adjacent location make it a prime candidate for a manufacturing innovation incubator.

The College @ Elm has three tenants identified. First, The Fischer Group will have dedicated space for research and design, prototyping, manufacturing, and fulfillment. Second, Miami's College of Engineering, Business School, and Institute for Entrepreneurship will lead the programming at the College @ Elm to provide space for student, faculty, and staff to develop initiatives around product innovation. The third tenant is the City of Oxford, which is committed to have at least one staff at the College @ Elm to tie in local opportunities for collaboration and economic development. Remaining space is available for other local and regional businesses.

The building is a concrete frame with large volumes of various sizes throughout. The project will correct significant deferred maintenance to the envelope, include new building and life safety systems, and make the building accessible. Office and instructional spaces would be fitted out in alignment with contemporary business environments with flexible collaboration areas throughout. A large portion of the facility will accommodate turnover of tenants over time. A new entrance and stair tower will be constructed at the southeast corner of the building.

The project is in the Construction Document phase with a focus on early bid packages for long lead time materials such as MEP systems, roofing, and windows.

Funding for this project will be from local funds, gifts and government grants:

<u>Project component:</u>	<u>Budget:</u>	<u>Funding Source:</u>
Est. Design and Administration:	\$ 744,638	Local Funds
Est. Cost of Work:	\$12,870,000	Local Funds
Est. Owner's Costs:	\$843,031	Local Funds
Est. Contingency:	<u>\$ 542,331</u>	Local Funds
 Est. Total:	 \$15,000,000	



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February 25, 2022
Other Business

RESOLUTION 2022-25

Resolution to Appoint Amy Shoemaker as General Counsel

BE IT RESOLVED, that Amy Shoemaker is hereby appointed as Vice President and General Counsel for Miami University, effective retroactively to January 18, 2022.

*Approved by the Board of Trustees
February 25, 2022*

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

Resolution 2022-26

*Approved by the Board of Trustees
February 25, 2022*



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

Resolution of Appreciation for **Amitoj Kaur**

Whereas, Amitoj Kaur was appointed a Miami University Student Trustee on March 1, 2020; and

Whereas, Ohio law sets the length of this appointment, which expires on February 28, 2022; and

Whereas, Amitoj has thoughtfully and ardently served Miami University as a member of the Board of Trustees, and as a tireless and dedicated Miami supporter and student.

Now, Therefore Be It Resolved, that the members of the Board of Trustees do hereby express to Amitoj their appreciation for her service to this Board and to the Miami University student body, and offer her their best wishes for good health and good fortune in all future endeavors.

Biff Bowman, National Trustee

David H. Budig

Ryan D. Burgess

Dawson Cosgrove, Student Trustee

Sandra Drabik Collins, Secretary

Deborah Feldman, Vice Chair

Zachary T. Haines

Dinesh Paliwal, National Trustee

John C. Pascoe

Jeff Pegues, National Trustee

H. Roderick Robinson, Treasurer

Mary Schell, Chair

Mark Sullivan, National Trustee

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



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*Approved by the Board of Trustees
February 25, 2022*

February 25, 2022
Other Business

RESOLUTION R2022-27

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

Resolution of Appreciation for
David H. Budig

WHEREAS, David H. Budig was appointed by the Governor of the State of Ohio as a Miami University Trustee on September 13, 2011, and was reappointed on March 11, 2013; and

WHEREAS, Ohio law sets the length of this appointment, which expires on February 28, 2022; and

WHEREAS, David Budig has thoughtfully and ardently served Miami University as a tireless Miami supporter, alumnus, Trustee, and parent; and

WHEREAS, as a Miami student, he was a member of Associated Student Government's Executive Committee, Chair of the Miami University Student Foundation, a member of the Alpha Chapter of Beta Theta Pi Fraternity, and earned his bachelor of science degree in finance; and

WHEREAS, his loyal, dedicated and steadfast service continued as an alumnus, serving as Chair of the Alumni Association Board of Directors, Chair of numerous Miami University Foundation committees, as a member of the Campus Facilities Naming Committee, as a Reunion Committee member, and as a member of the For Love and Honor Corporate Gifts Campaign Committee, before joining the Board of Trustees; and

WHEREAS, David's devoted and noble leadership has earned the John E. Dolibois Award, which is presented annually to an alumna or alumnus who has served Miami University in a distinctive fashion over many years; and

WHEREAS, David is the embodiment of Prodesse Quam Conspici; as President and Chief Executive Officer of Budco Group, Inc., he applies his remarkable business and logistics acumen to humbly and unassumingly transport almost six million intermodal containers per year - over forty percent of all shipments in North America; and

WHEREAS, David has continuously and diligently applied his many leadership skills and abilities as a member and Chair of the Board of Trustees, and during his tenure, Miami has seen unprecedented construction and renovation of academic, athletic and campus life facilities; and

WHEREAS, this Miami renaissance includes; the construction of Armstrong Student Center, the Equestrian Indoor Arena, Hayden Baseball Center, the Dauch Indoor Sports Center, the Gunlock Athletic Performance Center, six residential halls, and three student dining facilities; groundbreakings for the McVey Data Science Building, and the Clinical Health Sciences and Wellness Building; as well as countless building and facility renovations; and

WHEREAS, Chair Budig's tenure also saw incredible advances in sustainability and progress towards carbon neutrality, with the construction of the Geothermal Energy Plant, utilities renovations throughout the campus, LEED certification of 30 buildings, and the cessation of coal use at Miami's utility plant; and

WHEREAS, Miami also saw extraordinary progress and advancement through the creation of the strategic plan MiamiRISE, and Boldly Creative, to promote and advance innovative initiatives for future success; and

WHEREAS, his years of service also saw unprecedented trials as well. Chair Budig led Miami while the university assembled a Safe Return to Campus Planning and Coordinating Committee to meet the global COVID-19 pandemic, and as Miami formed the Diversity, Equity and Inclusion Task Force to promote justice and create meaningful and lasting change to advance inclusive excellence on Miami's campuses; and

WHEREAS, Miami is emerging from the COVID pandemic, having not merely weathered the challenge, but having accelerated into the future, with new facilities and academic buildings, new degrees, new partnerships, and with the largest entering class in Miami's long and celebrated history; and

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

NOW, THEREFORE BE IT RESOLVED, that the members of the Miami University Board of Trustees do hereby express their sincere gratitude, and deepest appreciation for David Budig'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 David and Anina to visit often in the years ahead.

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



TOM HERBERT, J.D.
SENIOR VICE PRESIDENT, UNIVERSITY ADVANCEMENT
PRESIDENT, MIAMI UNIVERSITY FOUNDATION

BRAD BUNDY
SENIOR ASSOCIATE VICE PRESIDENT, INTERIM VICE PRESIDENT, UNIVERSITY ADVANCEMENT

ADVANCEMENT REPORT

AGENDA

- **\$1B CAMPAIGN PROGRESS**
- **FISCAL YEAR '22 RESULTS TO DATE**
- **CALENDAR YEAR '21 FUNDRAISING RESULTS**
- **ALUMNI RELATIONS YEAR-IN-REVIEW**
- **CAMPAIGN PLANNING TO DATE**
- **PREPARING FOR THE PUBLIC LAUNCH**

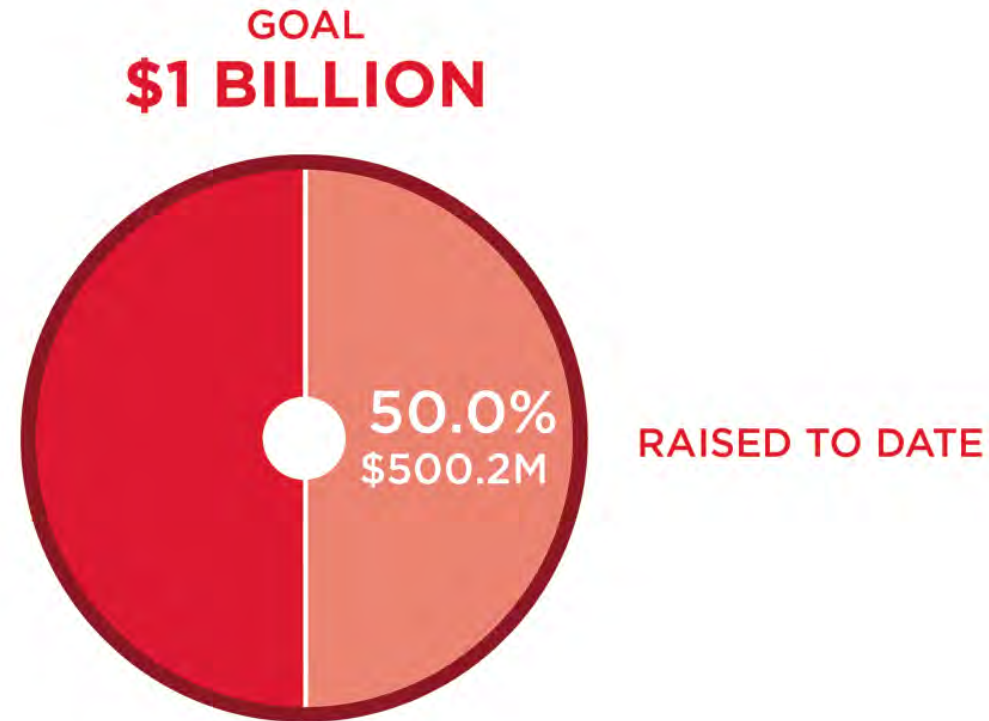


\$1B CAMPAIGN PROGRESS

TOM HERBERT



\$1B CAMPAIGN FUNDRAISING TO DATE



As of February 1, 2022

Includes \$4.7M in Tribe commitments, pending board approval



\$1B CAMPAIGN TOTALS BY INITIATIVE

Initiative	FR Total to Date
Scholarships	\$197.6M
Academic Support (Programs, research, faculty development)	\$191.5M
Capital Projects	\$69.0M
Unrestricted - University	\$13.9M
Unrestricted - Colleges	\$13.6M
Undesignated	\$13.3M
Technology and Equipment	\$1.4M

As of February 1, 2022

Includes \$4.7M in Tribe commitments, pending board approval



\$1B CAMPAIGN PROGRESS REPORT

	Gifts	Pledges	Total	Present Value
Bequests		182,417,041.14	182,417,041.14	99,148,933.75
Cash				
cash, checks, credit cards, EFT	81,136,445.88	131,188,964.94	212,325,410.82	
stocks, securities	8,255,508.73	356,614.79	8,612,123.52	
payroll deduction	389,223.55	275,703.33	664,926.88	
matching gifts	1,761,515.98	-	1,761,515.98	
realized bequests	15,804,520.94	-	15,804,520.94	
other campaign commitments	-	28,953,469.64	28,953,469.64	
Planned Gifts				
insurance premium	231,912.92	1,533,323.48	1,765,236.40	
lead trusts	2,000.00	1,035,848.00	1,037,848.00	
externally managed	242,806.04	4,580,000.00	4,822,806.04	3,219,060.00
charitable gift annuities	384,991.54	-	384,991.54	232,701.85
charitable remainder trusts	3,882,185.45	2,500,000.00	6,382,185.45	1,531,320.32
Grants	24,707,634.90	-	24,707,634.90	
Gifts in Kind	5,562,788.73	500,000.00	6,062,788.73	
Real Estate	-	-	-	
Membership Dues	16,860.22	-	16,860.22	
SUB TOTAL	142,378,394.88	353,340,965.32	495,719,360.20	
Tribe commitments (pending board approval)			4,653,050.52	
<i>(manual adjustments/post 10-year pledges)</i>			<i>(141,800)</i>	
REPORTED TOTAL			\$500,230,610.72	

Includes CASE counting exceptions of \$57,542,278 (11.5% of campaign total)

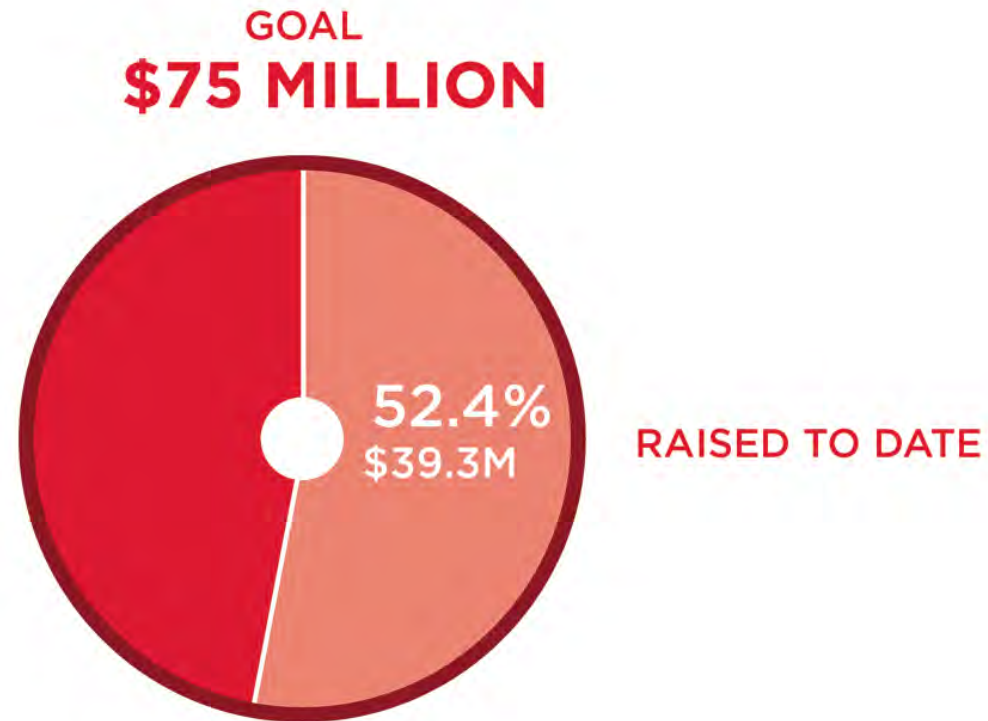
As of February 1, 2022

FY '22 RESULTS TO DATE

TOM HERBERT



FY '22 FUNDRAISING TO DATE



As of February 1, 2022

Includes \$2.4M in Tribe commitments, pending board approval



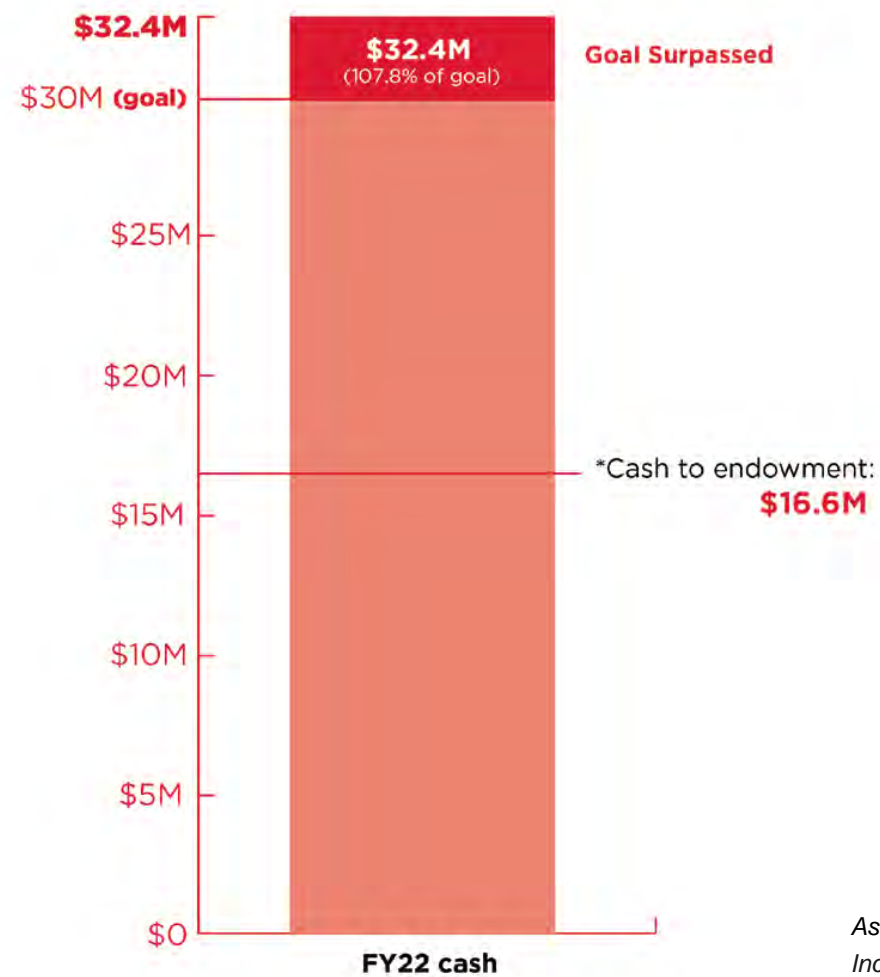
FY '22 FUNDRAISING PROGRESS REPORT

	Gifts	Pledges	Total	Present Value
Bequests		4,435,000.00	4,435,000.00	3,458,525.25
Cash				
cash, checks, credit cards, EFT	12,355,941.30	5,340,070.74	17,696,012.04	
stocks, securities	843,379.12	-	843,379.12	
payroll deduction	33,315.38	18,215.00	51,530.38	
matching gifts	184,008.95	-	184,008.95	
realized bequests	2,022,632.45	-	2,022,632.45	
other camp commitments	-	8,320,000.00	8,320,000.00	
Planned Gifts				
insurance premium	983.50	-	983.50	
lead trusts	-	-	-	
externally managed	18,011.50	-	18,011.50	
charitable gift annuities	97,035.63	-	97,035.63	44,745.94
charitable remainder trusts	101,157.24	-	101,157.24	168,702.00
Grants	2,215,388.93	-	2,215,388.93	
Gifts in Kind	410,073.80	500,000.00	910,073.80	
Real Estate	-	-	-	
Other	-	-	-	
SUB TOTAL	18,281,927.80	18,613,285.74	36,895,213.54	
Tribe commitments (pending board approval)			2,403,042.99	
REPORTED TOTAL			\$39,298,256.33	

Includes CASE counting exceptions of \$7,373,043 (18.7% of FY total)

As of February 1, 2022

FY '22 CASH RECEIVED TO DATE



As of February 1, 2022
Includes \$2.4M in Tribe commitments, pending board approval



CALENDAR YEAR '21 RESULTS

TOM HERBERT



CALENDAR YEAR '21 RESULTS

- Posted a strong calendar year despite on-going challenges due to the pandemic
- Strong support for scholarships with \$16M raised
- Another record-breaking year for #MoveInMiami with 4,812 gifts totaling \$3,317,836
- Million-dollar gifts to the College @ Elm from Richard Smucker '70 and Chrissy Taylor '98
- \$510,000 grant from the prestigious Andrew W. Mellon Foundation to the Myaamia Center

Calendar Year 2021 Totals

Fundraising Total	\$56.3M
December Cash Booked	\$11.6M
Total Cash	\$55.1M

Includes \$2.6M in Tribe commitments, pending board approval



ALUMNI RELATIONS YEAR IN REVIEW

TOM HERBERT



ALUMNI RELATIONS -- INNOVATIVE, MEANINGFUL AND IMPACTFUL

Engaging Everywhere

- Reaching alumni where they are
- Offering hybrid options
- Expanding programming

Fostering DEI

- Expanding affinity groups
- Broadening support
- Celebrating alumni success

Collaborating Across Campus

- Connecting alumni to campus
- Alumni team service footprint
- Expanding programming



ENGAGING EVERYWHERE – VIRTUALLY, IN-PERSON AND HYBRID

- COVID underscored the importance of providing a spectrum of options to meet alumni where they are
- Webinar platform continued to drive strong engagement in 2021
 - 117 Miami-specific and produced by alumni team
 - 15,000+ registrations; nearly 9,000 live viewers
 - Average net promoter score 9.3

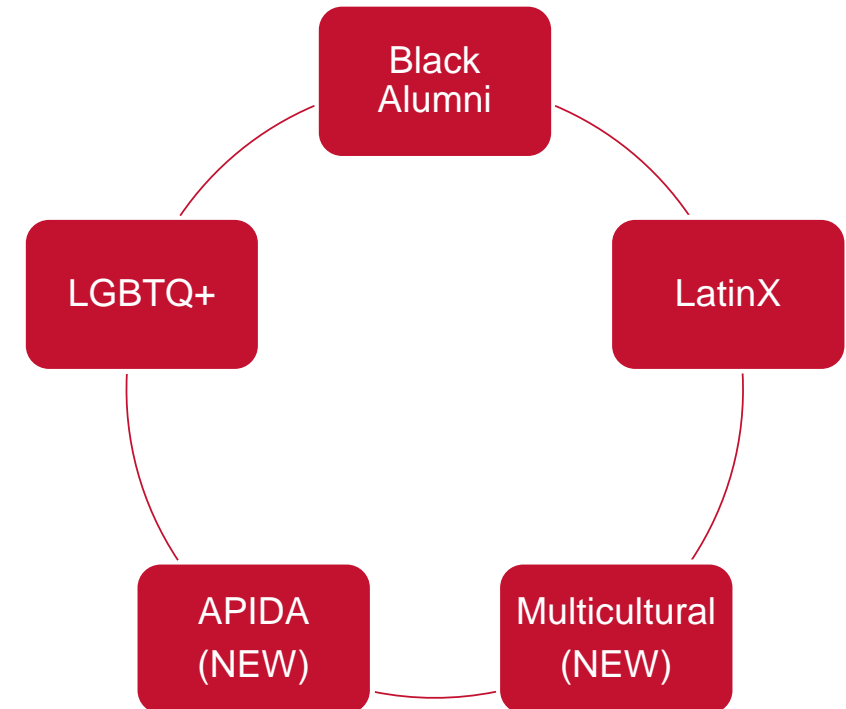


LAUNCHED A HYBRID EVENT MODEL TO BRING IN-PERSON EVENTS TO VIRTUAL AUDIENCES



FOSTERING DEI – ENSURING ALL ALUMNI FEEL INCLUDED, RESPECTED AND RECOGNIZED

- Continued to enhance the alumni experience for a growing number of affinity groups
- Expanding programming and support – 33 webinars on DEI topics
- Continuing to add diversity to Alumni Advisory board – first Latina and Regional grad
- More multigenerational programming like Grandparents College and travel opportunities
- Robust social media presence – 300 profiles on Facebook and Instagram



COLLABORATING ACROSS CAMPUS – THE POWER OF ALUMNI IMPACT

- New team structure aligns staffers as liaisons with academic divisions and programs, ICA and student services
- New programming arm for M.I.A.M.I. WOMEN
 - Grow the program with more in-person events and virtual programming
- Collaborating with campus partners to reinforce and celebrate Miami excellence
 - 50 years Miami Tribe of Oklahoma
 - 100 years Scripps Center
 - 120 years EHS



LOOKING AHEAD TO 2022 – CONTINUING THE MOMENTUM VIRTUALLY AND IN PERSON

- February 25 & 26: Virtual Winter College
- April 28 & 29: MIAMI Women HawkTank and Symposium in Oxford
- June 10 & 11: Alumni Weekend in Oxford
- July 13-15: Grandparents College in Oxford



LOOKING AHEAD TO 2022 – CONTINUING THE MOMENTUM VIRTUALLY AND IN PERSON

- Pregame football events @ Kentucky, Northwestern, Cincinnati in September
- Reinvigorate alumni attendance at homecoming (Date TBA)
- M.I.A.M.I. Women regional events throughout the year



CAMPAIGN PLANNING TO DATE

BRAD BUNDY

SENIOR ASSOCIATE VICE PRESIDENT, INTERIM VICE PRESIDENT,
UNIVERSITY ADVANCEMENT



REVIEW OF CAMPAIGN PLANNING ACTIVITIES TO DATE

- Feasibility study and wealth screening
- University-wide initiatives determined
- Campaign resource assessment



REVIEW OF CAMPAIGN PLANNING ACTIVITIES TO DATE

- College and unit priorities determined by Deans and Provost
- Annualized goals set
- Future marketing communications assessment



PREPARING FOR THE PUBLIC LAUNCH

BRAD BUNDY



THANK... INSPIRE... MOTIVATE



PREPARING FOR THE PUBLIC LAUNCH OF THE CAMPAIGN

- Develop campaign theme and brand identity
- Identify and recruit National Campaign Steering Committee
- Public kick-off and launch



PREPARING FOR THE PUBLIC LAUNCH OF THE CAMPAIGN

- Complete additional wealth screening
- National volunteer peer screening
- Training for major gift officers, academic leaders and volunteers
- Divisional and campus training on campaign messaging



QUESTIONS?



THANK YOU

