

**BOARD OF TRUSTEES**  
**MIAMI UNIVERSITY**  
**Minutes of the Finance and Audit Committee Meeting**  
**Marcum Conference Center, Oxford, Ohio**  
**Thursday, February 24, 1:00 p.m.**

In the absence of Committee Chair Mark Sullivan, Committee member National Trustee Biff Bowman, served as Chair and called the meeting to order at 1:00 p.m., with a majority of members present constituting a quorum. The meeting was held in the Marcum Conference Center on the Oxford campus. Roll was called; attending with Trustee Bowman were Committee members; Trustees David Budig, Sandra Collins, and Mary Schell. Committee members; Trustee Rod Robinson, and National Trustees Mark Sullivan and Dinish Paliwal were absent. Also attending were Trustees Ryan Burgess, Debbie Feldman, and Zachary Haines.

In addition to the Trustees, attending for all or part of the meeting were Provost Jason Osborne, Senior Vice Presidents David Creamer and Tom Herbert; Vice Presidents Cristina Alcalde, Jayne Brownell, David Seidl, Brent Shock and Randi Thomas; along with Associate Vice Presidents Brad Bundy and Dawn Fahner; and General Counsel Amy Shoemaker; and Ted Pickerill, Executive Assistant to the President, and Secretary to the Board of Trustees. Representatives from Huron Consulting were present to address the Committee. Also present to address or assist the Committee were; David Ellis, Associate Vice President for Budgeting and Analysis; Associate Treasurer and CFO of the Foundation Board Bruce Guiot; and Cody Powell, Associate Vice President for Facilities Planning and Operations; along with many others in attendance to assist or observe.

**Executive Session**

National Trustee Biff Bowman welcomed everyone and opened the meeting. Trustee Schell then moved, Trustee Budig seconded and by unanimous roll call vote, with all voting favor and none opposed, the committee entered executive session to:

Consult with Counsel  
 Personnel Matters, Employment of Public Employees  
 Property Matters  
 Preparing for negotiations with Public Employees

**Public Business Session**

**Approval of the Minutes**

Trustee Budig moved, Trustee Haines seconded and by unanimous voice vote, with all voting in favor and none opposed, the minutes from the prior meeting of the Finance and Audit Committee were approved.

## **Planning for Replacement of the Enterprise Resource Planning (ERP) System**

Representatives from Huron Consulting discussed stakeholder engagement and feedback regarding the state of Miami's ERP. They stated that after more than two decades with Banner, there is a need to upgrade. They presented three options:

1. Cloud Transformation Program
2. Current Path
3. Ellucian/Banner Modernization

The recommended option of the Huron representatives was Option 1 - Cloud Transformation Program. Option 1 provides standard ADA and accessibility features and demonstrated commitments to continued improvement, modern and evolving remote work functionality, native mobile platforms, and the ability to collaborate and knowledge-share with peer institutions. However, there would be high campus disruption and change.

Vice President Seidl then presented cost estimates and a roadmap summary which showed implementation by FY 2024 – 2025. He stated Miami faces a generational opportunity, born of rapid industry disruption and core technology nearing its end of life. Acting now will modernize operations, further strategic decision making, address pain-points felt by students, faculty, and staff, and provide the new foundation to continue the university's legacy of efficient operations.

Senior Vice President Creamer commented on the cost estimates stating the one-time implementation cost is estimated at \$44.8M, with an ongoing annual cost of \$3.92M per year. He added that implementation would provide savings through efficiencies, enhanced capabilities, and software consolidation, resulting in an estimated ROI which would exceed the ongoing cost in excess of today's cost.

Vice President Seidl then concluded the presentation stating that next steps included funding discussions, and the software selection processes. It is expected that the Committee will receive a follow up presentation and system recommendation within the next 12 months.

*Materials from the ERP presentation are included as Attachment A.*

## **Advancement Report and Campaign Update**

Senior Vice President Tom Herbert, Associate Vice President Brad Bundy, and Chief Financial Officer of the Foundation, Bruce Guiot proved an advancement report and campaign update to the Committee. The presentation included:

- \$1B Campaign Progress
- Fiscal Year 2022 Results to Date

- Calendar Year 2021 Fundraising Efforts
- Alumni Relations Year-in-Review
- Campaign Planning to Date
- Preparing for the Public Launch

SVP Herbert reported that to date \$500.2 M had been raised thus far during the campaign, half of the total goal. He then reviewed the progress towards each initiative, showing that scholarships leads all other initiatives with \$197.6M raised, with academic support second at \$191.5M raised.

FY 2022 progress to date showed \$39.3M or 52.4% of the annual goal of \$75M had been raised as of February 1, 2022. Of the total raised to date, \$32.4M was in cash, already exceeding the annual cash goal of \$30M. Calendar year 2021 included \$55.1M in total fundraising, with \$16M towards scholarships, and over \$3.3M received during Move In Miami – a record total - with 4,812 individual gifts.

He also spoke of alumni engagement, much of which has returned to in-person events but with hybrid opportunities for virtual attendance. He told of continuing efforts to foster Diversity, Equity, and Inclusion to help ensure all alumni feel included, respected and recognized.

Efforts also include collaborating across campus with a new team structure that aligns staffers as liaisons with academic divisions and programs, ICA, and student services. Looking ahead he stated Winter College would be virtual, which allows attendance by far greater numbers of alumni. In June, both Alumni Weekend, and Grandparents College will have opportunities for in-person activities in Oxford.

AVP Bundy reviewed campaign planning activities to date and preparing for the public launch. Campaign planning includes:

- Feasibility study and wealth screening
- University-wide initiatives determined
- Campaign resource assessment
- College and unit priorities determined by Deans and Provost
- Annualized goals set
- Future marketing communications assessment

Preparing for the public launch includes:

- Develop campaign theme and brand identity
- Identify and recruit National Campaign Steering Committee
- Public kick-off and launch
- Complete additional wealth screening
- National volunteer peer screening
- Training for major gift officers, academic leaders and volunteers

- Divisional and campus training on campaign messaging

Bruce Guiot then discussed campaign exceptions, proposing that an exception be granted to include the recent gift from the Miami Tribe of Oklahoma. Funds from government sources are not counted by CASE. However, the Miami Tribe of Oklahoma is recognized as a sovereign nation by the United States; the Miami Tribe has a long history of financial support for Miami University, especially in support of research and programming to preserve Tribe language and culture, and intends to add to this support in the future; and the Tribe has philanthropic intent in this support. Therefore it was proposed that Miami University and the Miami University Foundation count these contributions. The members of the Finance and Audit Committee raised no objections to this proposal.

*The presentation and associated material are included as Attachment B.*

### **Budget Planning**

SVP Creamer began by presenting the budget planning assumptions:

- Revenue planning is the highest priority in budget planning.
- The entering cohort of students has the greatest impact on revenue planning.
- The state appropriation has an impact but except during years of state appropriation budget cuts, its influence is normally not as significant as tuition planning.

He then discussed cohort size and Net Instructional Revenue (NIR). While cohort size (with the exception of the COVID-impacted Fall 2021 entering cohort) has generally risen recently year over year, NIR peaked during FY 2018 and is now generally declining each year. This is due to the rising discount rate, which has increased significantly over the past 12 years. Total NIR for the FY2022 entering Cohort, was less than every year since FY2014. He further cautioned that the FY2021 entering cohort was also a low NIR year, meaning that the upcoming academic year would see two low NIR cohorts enrolled which could stress the budget depending upon the NIR of the next cohort, he then presented four scenarios of varying NIR, and the impact each would have on the overall budget.

He stated the budget problems are not a spending problem, that productivity efficiencies have been created, reducing costs, so the problem is instead one of low revenue. He then discussed some of the university actions, investments and initiatives taken to increase revenue, which include:

- |  |                            |
|--|----------------------------|
| • Boldly Creative                                    | \$50 Million               |
| • New Buildings (Clinical Health, McVey, Elm Street) | \$171 Million              |
| • Increased Marketing                                | \$1.5 Million              |
| • Career Fee   | \$3.4 Million              |
| • New Mental Health Fee                              | \$400,000 to \$1.8 Million |



He then presented areas for revenue growth to be measured:

- Application Growth Necessary for Revenue Target
- Yield Rate Necessary for Revenue Target
- Net Revenue Growth Target for Graduate Revenue
- Growth in Scholarship Endowments for Entering Students
- Fall to Fall Retention Rate for New Cohort

He concluded by stating he will deliver to the Committee a plan to increase revenue growth.

*The presentation is included as Attachment C.*

### **Capital Projects**

Associate Vice President Cody Powell updated the Committee on the status of capital projects. He reported the Clinical Health Science and Wellness building is progressing well towards an August 2023 completion date. He stated the builders are using a wing by wing focus, which, based on available supplies and materials, focuses work in a particular location, and then flows through the remainder of the building.

Regarding College at Elm, there are difficulties with the initial budget. Increases in labor and material costs have increased the estimated cost of the renovation, and a resolution will be presented to authorize increased spending for the project.

Excavation for the Richard McVey Data Science Building is complete and it remains on track for a January 2024 completion date.

He then informed the Committee of the South Quad tunnel top project. On much of campus, when originally constructed the sidewalk was the tunnel top, which, as the sidewalk cracks and deteriorates, causes safety concerns and a significant renovation cost, because the sidewalk repair also requires tunnel top work. Therefore as tunnel top renovation is required, a separate tunnel top is installed, and the sidewalk placed above, reducing the safety impact of deteriorating sidewalks and the cost of their renovation in the future. This project is the last sidewalk tunnel top project on South Quad.

At the Chestnut Fields Development (the old Talawanda High School site), a multi-modal transportation hub is proposed. Miami currently has parking there, and the Butler County Regional Transit Authority (BCRTA) partnership provides access to additional funding opportunities. Improvement funding is available, and SVP Creamer wanted to ensure the Committee was aware that a 40 year lease is necessary to obtain the funding. The site will also have access to the Oxford Area Trail System (OATS) and a proposed Amtrak platform.

## **Resolutions**

The Ogden Hall and Bell Tower renovation resolution - this project would be the last in the current set of residence and dining hall renovations, and going forward the Committee can expect a slower pace of renovations. The resolution is for the initial phase of the project which will “shell out the facilities”, with a later resolution to be presented for final completion.

Elm Street Building renovation resolution -this resolution raised the budget for renovation to meet an increased cost of labor and materials. VP Randi Thomas updated the Committee on the university’s request to the county for \$10M towards construction, and \$2M to assist the county in workforce development. SVP Creamer stated that even if these requests are not approved, funds have been identified to complete the project.

The two construction and facilities resolutions were then considered in a single vote. Trustee Collins then moved, Trustee Schell seconded, and by unanimous voice vote, with all voting in favor and none opposed, the Committee recommended approval of the two resolutions by the full Board of Trustees.

*Capital and facilities materials, including the resolutions, are included as Attachment D.*

## **Room and Board Ordinance**

SVP Creamer explained that any increase in room and board fees are limited by legislation, with a maximum cap set at 4.6% for the upcoming year. The ordinance proposes a 4.5% increase. This increase is larger than prior years, but is necessary due to the inflation in food cost, labor cost, and the cost of energy and construction. He reminded the Committee that the Miami Promise locks in the cost of fees and tuition for a student’s four years at Miami so this increase will only impact the incoming Fall of 2022 cohort.

Trustee Schell then moved, Trustee Budig seconded, and by unanimous voice vote, with all voting in favor and none opposed, the Committee recommended approval of the ordinance by the full Board of Trustees.

## **Report on Year-to-Date Operating Results Compared to Budget**

SVP Creamer relayed that most items are tracking on schedule, and that vacancy is larger than prior years, so Miami is seeing savings within the personnel budget. However, investment results are less than expected, with a risk of a loss for this year. He then reminded the Committee that there is a fund, \$180M investment fluctuation account which was created to address such investment shortfalls, and smooth market fluctuations.

*Associated materials are included as Attachment E.*

## **Investment Subcommittee**

Trustee Bowman, Chair of the Investment Subcommittee, relayed the following:

The Investment Sub-committee met in-person in Oxford on February 23<sup>rd</sup>.

The Sub-committee reviewed the capital stack comprised of the endowment pool, the University's non-endowment investments, and its operating cash.

- Operating cash flow so far for FY22 through January 31<sup>st</sup> is ahead of this time last year and is tracking to forecast.
- We reallocated some cash to the long-term portion of the non-endowment in December to finish a \$50 million plan we started in the spring.
- The endowment/PIF was valued at about \$733 million as of December 31<sup>st</sup>.

The Committee reviewed FY22 second quarter investment performance for both the non-endowment and endowment.

- Returns have had a slow start to the fiscal year after the significant results from FY21, alternating positive and negative months.
- Non-endowment's Tier III was up about 2.3% for the fiscal year to date though December.
- Endowment/PIF was up about 2.5% for the fiscal year to date through December (though this estimate is incomplete since we are still collecting private capital figures for the December quarter).

The Sub-committee reviewed an annual stress test of both endowment and non-endowment portfolios to get a sense of the potential impact of a significant market event. The results were within our expected risk tolerance. We also discussed the potential impact of a drawdown on the endowment's ability to make its annual distributions. Due to the strong earnings from last year, it would take a loss of over 15% before distributions would be significantly impaired.

The Sub-committee reviewed the non-endowment's investment policy and affirmed it with no recommended changes.

Next, we followed up a conversation from September regarding diversity, equity, and inclusion in the asset management industry. The Committee reviewed sending a letter, signed by the presidents of both the University and the Foundation, to SIG, asking them to collect demographic data on the diversity of our underlying asset managers. More review was requested and we will report back after further discussion.

Next, Bruce Guiot provided a summary of the refunding of our Series 2012 Bonds with the Series 2022 Bonds priced on January 13<sup>th</sup>. The University's credit ratings were affirmed during the process. The refinancing allowed us to lock in interest rates that have

subsequently risen by about a half of a percent, and will save the University about \$7.1 million in debt service over the next dozen years.

*The Investment Subcommittee minutes are included as Attachment F.*

### **Forward Agenda**

The next Enterprise Resource Planning (ERP) system report/update and vendor recommendation will be provided within 12 months.

SVP Creamer will provided the Committee with plans for increased revenue.

### **Additional Reports**

The following written reports were provided for the Committee's information and review:

Enrollment Update, Attachment G  
Internal Audit Reporting Update, Attachment H  
Cash and Investments, Attachment I  
Lean Project Update, Attachment J  
Summary of 2022 Bond Issue to Refund 2012 Bonds, Attachment K  
United Educators Publication, Attachment L

### **Adjournment**

With no more business to come before the Committee, Trustee Schell moved, Trustee Feldman seconded and by unanimous voice vote, with all in favor and none opposed, the meeting was adjourned.



Theodore O. Pickerill II  
Secretary to the Board of Trustees

# Miami's ERP Future

A proud Banner school for over 22 years, Miami has recognized the need for more modern solutions with capabilities that better align with our strategic and operational needs. We have recognized the need to pursue a modern business solution that will allow for the adoption of best practice business processes, applications, and solutions. We as an organization have recognized now is the right time to chart the path to our ERP future.

To help us in our pursuit we engaged with Huron Consulting Group, a recognized center of expertise in higher education ERPs as our assessment partner. We charged them with looking at our current usage of Banner, our needs and wants, and to bring their industry and technology expertise to bear on a future-state design and implementation recommendation.



# Broad Stakeholder Engagement and Data Collection

The diverse collection of information accumulated through this assessment provided a broad perspective for analyzing the current operations across Miami's 10 included administrative functions and served as the foundation for this report.



## ADVANCEMENT

Ex: Foundation, Gift Management, Donor Relations



## HUMAN RESOURCES

Ex: Talent Management, Employee Relations



## FINANCE

Ex: Accounting, Billing, Cost Transfers



## BI / ANALYTICS

Ex: Scenario Planning, Modeling, Reporting



## BUDGET & PLANNING

Ex: Annual Budgeting, Forecasting



## MARKETING & COMMUNICATIONS

Ex: Internal Communications, Branding



## PROCUREMENT

Ex: Vendor Invoicing, Travel & Expense



## RESEARCH ADMINISTRATION

Ex: Post-Award Management, Effort Reporting



## STUDENT ADMINISTRATION

Ex: Registrar, Advisory, Billing



## INFORMATION TECHNOLOGY

Ex: Systems Management, Security, Access

**31**

**Discovery  
Sessions**

**80+**

**Participant  
Discussions**

**25**

**Depts / Units  
Participated**

**61% of Staff and  
273 Students**

**Survey Responses**

# Today

Maintenance of legacy systems and processes inhibits progress and is the primary contributor to stakeholder pain-points.

## KEY: CONTRIBUTING FACTORS<sup>1</sup>



TECHNOLOGY



POLICY / PROCESS/ MANAGEMENT



CULTURE & HUMAN CAPITAL



DATA AND REPORTING

<sup>1</sup> Contributing factor definitions outlined in the Appendix

## IMPACT ON CURRENT STATE OPERATIONS



**Limited Automation and Tracking of Information Flow**



**Reduced Capacity**



**Limited Institutional / Strategic Decision Support**



**Lack of System Interoperability and Homegrown Application Bloat**

# Higher Education Cloud ERP Market Overview

While Ellucian continues to have a large share of the on-premise small to mid-size higher education market share, institutions are looking to alternative vendors when considering their next generation platforms, particularly for Human Resources, Finance, and Supply Chain.

## SaaS Adoption Outlook



- Huron and vendors believe we are currently in the “**early majority**” period of the modern SaaS adoption curve
- Approximately **175-200 higher education institutions** are moving to modernized SaaS
- **Oracle and Workday** are primary vendors for large, public 4-year institutions while **Ellucian** attracts under 5,000 enrollment market



# Miami's Options for Modernization

Miami University has the option to maintain the current state for ERP applications until 2027, upgrade in the near term with current partner Ellucian Banner, or shift to simplified and modernized administrative systems with alternative leading SaaS vendors.

Options	Action	Decision Inputs	Critical Miami Considerations
<b>Recommended</b>  <b>Option 1: Cloud Transformation Program</b>	Begin planning for migration to a <i>"leading" SaaS cloud platform</i> and related operational transformation	<ul style="list-style-type: none"> <li>Higher Total Cost of Ownership (TCO)</li> <li>Best in class functionality for HR / FIN / SCM</li> <li>Maturing development for SIS</li> <li>Continuous, frequent functionality upgrades</li> <li>Establishes platform soonest for future integrated growth and innovation</li> </ul>	<ul style="list-style-type: none"> <li>High campus disruption and change</li> <li>Standard ADA and accessibility features and demonstrated commitments to continued improvement</li> <li>Modern and evolving remote work functionality</li> <li>Native mobile platforms</li> <li>Ability to collaborate and knowledge-share with peer institutions</li> </ul>
<b>Option 2: Current Path</b>	<i>Defer cloud modernization decisions until the current Banner Ellucian platform reaches potential end-of-life in 2027</i>	<ul style="list-style-type: none"> <li>Delays transition costs until late in the decade</li> <li>Does not address near-term pain-points</li> <li>Provides time for cloud vendors to progress</li> <li>Delays deployment of more efficient processes and improved system functionality</li> <li>Places Miami behind the curve of peers</li> </ul>	<ul style="list-style-type: none"> <li>Avoid capital expenditure for several years</li> <li>Steady-state for workforce and students</li> <li>Functionality updates and upgrades continue to be unmet</li> <li>Continued workarounds required to address needs</li> <li>Potential increases in subscription and implementation costs for Ellucian and new solution due to future demand</li> </ul>
<b>Option 3: Ellucian / Banner Modernization</b>	Begin planning for migration to <i>Banner Cloud platform</i>	<ul style="list-style-type: none"> <li>Lower Total Cost of Ownership (TCO)</li> <li>Mature functionality for SIS</li> <li>Immature cloud functionality for HR / FIN / SCM, requiring multiple point solutions</li> <li>Requires continued third-party integrations and costly removal of existing customizations</li> </ul>	<ul style="list-style-type: none"> <li>Moderate campus disruption and change</li> <li>Limited mobile functionality</li> <li>Immature ADA and accessibility features</li> <li>Continued limited interoperability</li> <li>Uncertainty regarding vendor commitment and product roadmap</li> </ul>

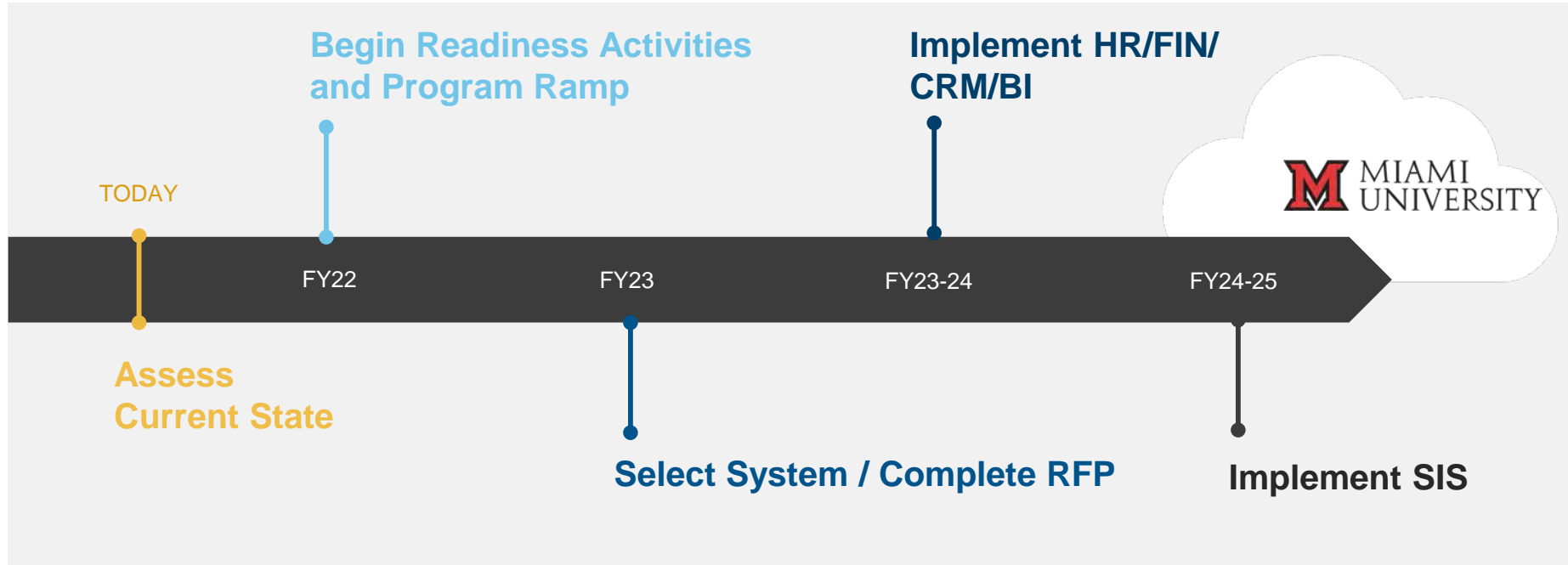
# Evaluating ERP Implementation Costs

Budgets and actual costs for implementation of ERP and SIS systems are wide ranging and vary based on numerous variables including scope, university resource commitment, preparation efforts, and commitment to change. Below are a few relevant examples for consideration.

	Miami University	Univ of Central Florida	University of Maryland	Iowa State	Arkansas System
<b>Program Scope</b>	<ul style="list-style-type: none"> <li>▪ HR</li> <li>▪ Finance</li> <li>▪ Supply Chain</li> <li>▪ Student</li> <li>▪ Budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ HR</li> <li>▪ Finance</li> <li>▪ Supply Chain</li> <li>▪ <b><i>NO STUDENT</i></b></li> <li>▪ Budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ HR</li> <li>▪ Finance</li> <li>▪ Supply Chain</li> <li>▪ Student</li> <li>▪ Budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ HR</li> <li>▪ Finance</li> <li>▪ Supply Chain</li> <li>▪ Student</li> <li>▪ Budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ HR</li> <li>▪ Finance</li> <li>▪ Supply Chain</li> <li>▪ Student</li> <li>▪ Budget</li> </ul>
<b>Approx. Students</b>	24,000	70,000	41,000	33,000	70,000
<b>Approx. Employees</b>	4,400	12,000	17,000	11,000	28,000
<b>In-Scope Campuses</b>	3	1	5	1	20
<b>Med School</b>	No	Yes	No	No	Yes
<b>Research OpEx</b>	\$49M	\$211M	\$600M	\$469M	\$280M
<b>Estimated Implementation Costs</b>	\$15.5M for ERP \$15.8M for SIS - Budget Cost - Includes Backfill	\$18.2M for ERP TBD for SIS - Budget Cost - Includes Backfill	\$22.5M for ERP \$20M for SIS - Budget cost - <b><u>NO</u></b> Backfill	Not Publicly available	\$42M for ERP Unavailable for SIS - Actual Cost est - <b><u>NO</u></b> Backfill

# Roadmap Summary

Success with moving to the cloud requires investment. Preparing now gives Miami greater purchasing power and flexibility to make better decisions along the way.



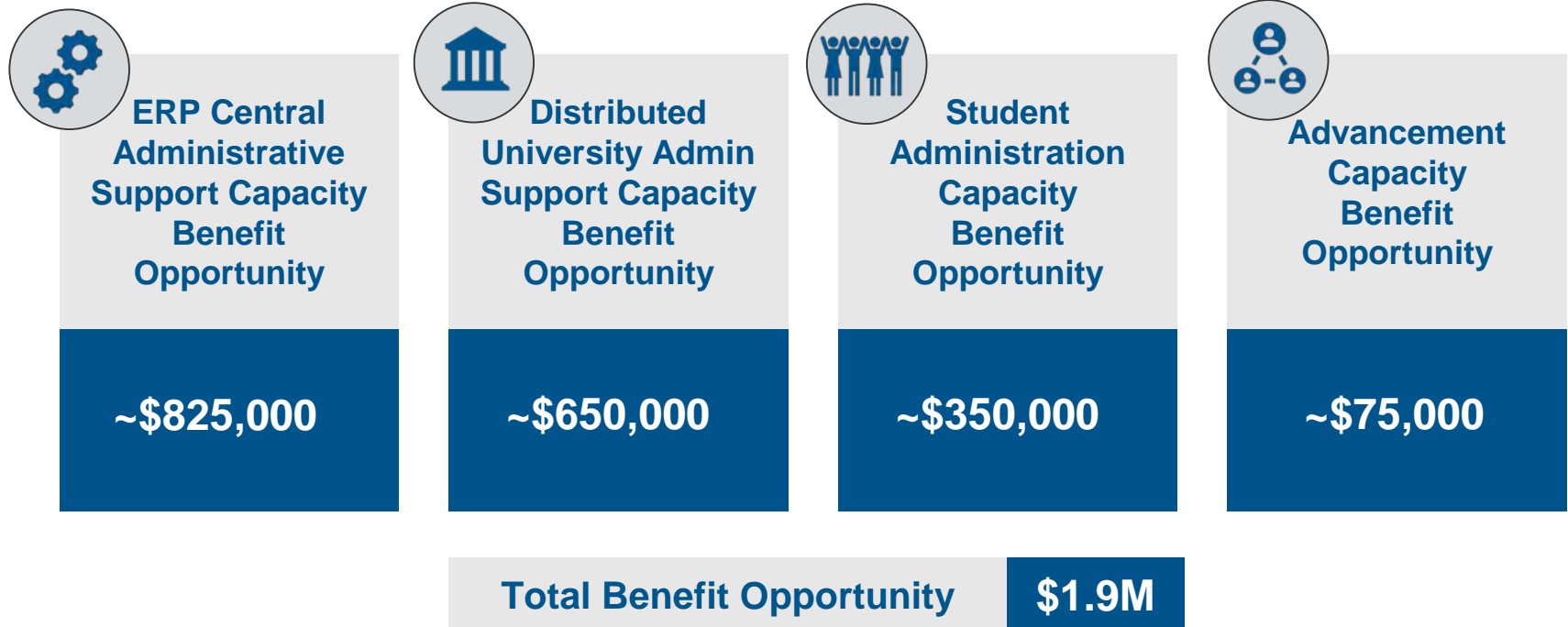
# A New Platform for Miami's Future

Miami faces a generational opportunity, born of rapid industry disruption and core technology nearing its end of life. Acting now will modernize operations, further strategic decision making, address pain-points felt by students, faculty, and staff, and provide the new foundation to continue the university's legacy of efficient operations.



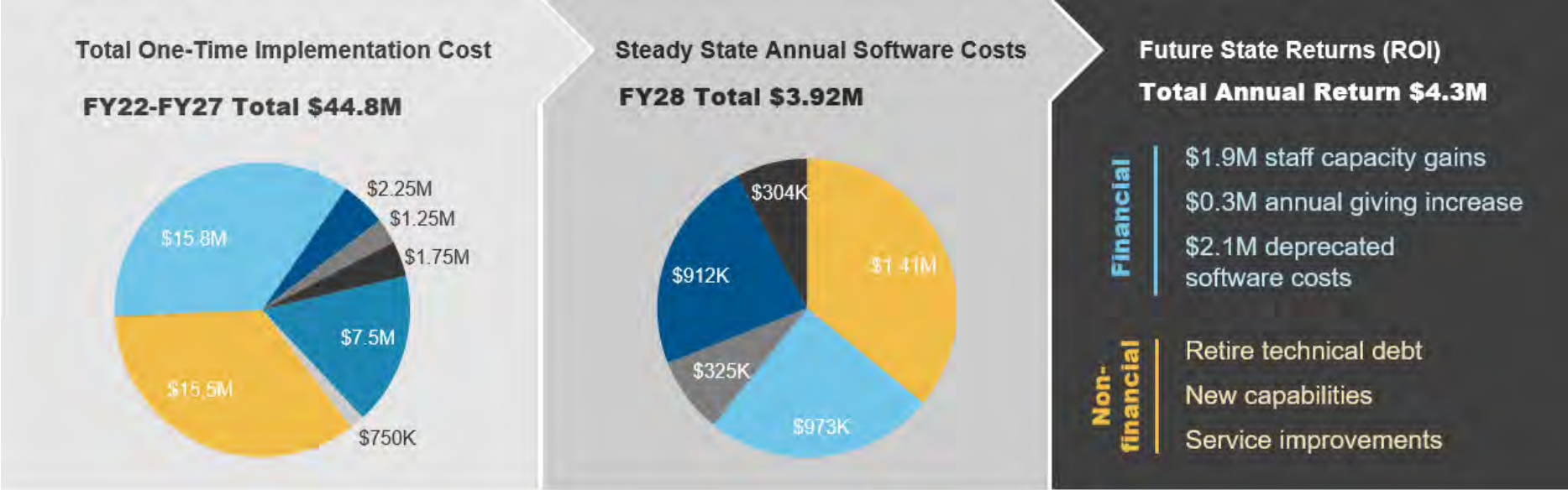
# Automating Efficient Operations: Capacity Benefits

Enhanced, streamlined operations enable Miami's central and distributed support staff to redeploy effort and time toward mission-driven activities, resulting in capacity gains for the institution, improved outcomes in key areas such as Student Success and Annual Giving, and the potential for cost savings through reduced headcount growth over time.



# Investment Breakdown - Option 1 Estimates

Implementing multiple cloud systems provides a better experience for all stakeholders, increases capacity gains and revenue, and enables the University to be competitive in the future.



KEY:

■ READINESS

■ HCM & FIN

■ BUDGETING

■ DATA

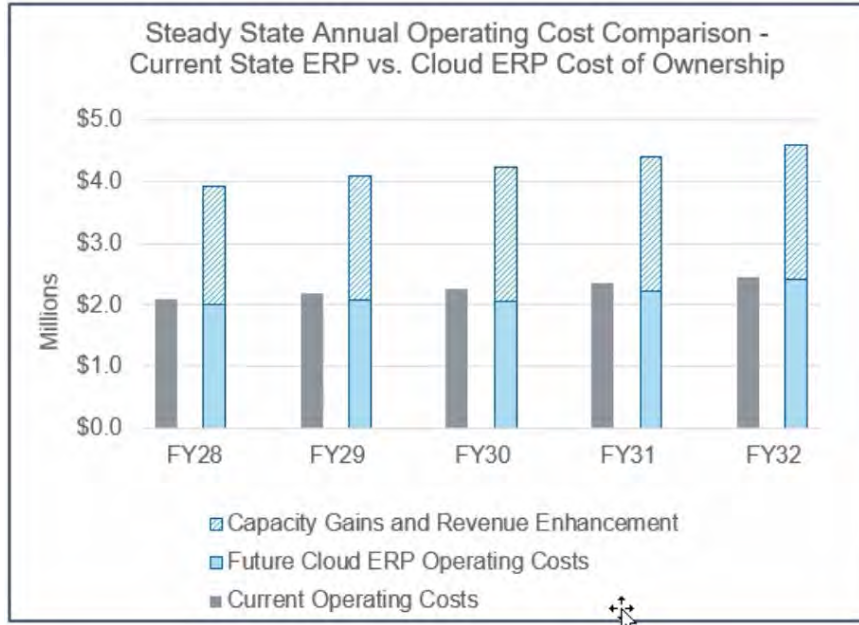
■ CONTINGENCY

■ STUDENT

■ ADVANCEMENT & COMMS

# TCO: ERP Operating Cost Estimates

Cost estimates for steady state operations show an average annual investment of \$1.82M above current operating costs; systems and support savings will be offset by higher ERP subscription costs.



## Current State Model Operating Expense

- **\$2.1M** – Est. Average current annual software costs of core ERP systems<sup>1</sup>

## Future State Operating Expense

- **\$3.92M** – Est. Total annual modern cloud subscription rate

## Capacity Gains and Revenue Enhancement

- **\$2.2M** – Est. total in operational efficiency/reallocation gains and revenue enhancement

Notes: (1) Current and future state systems/subscriptions costs increase by an estimate 4% annually

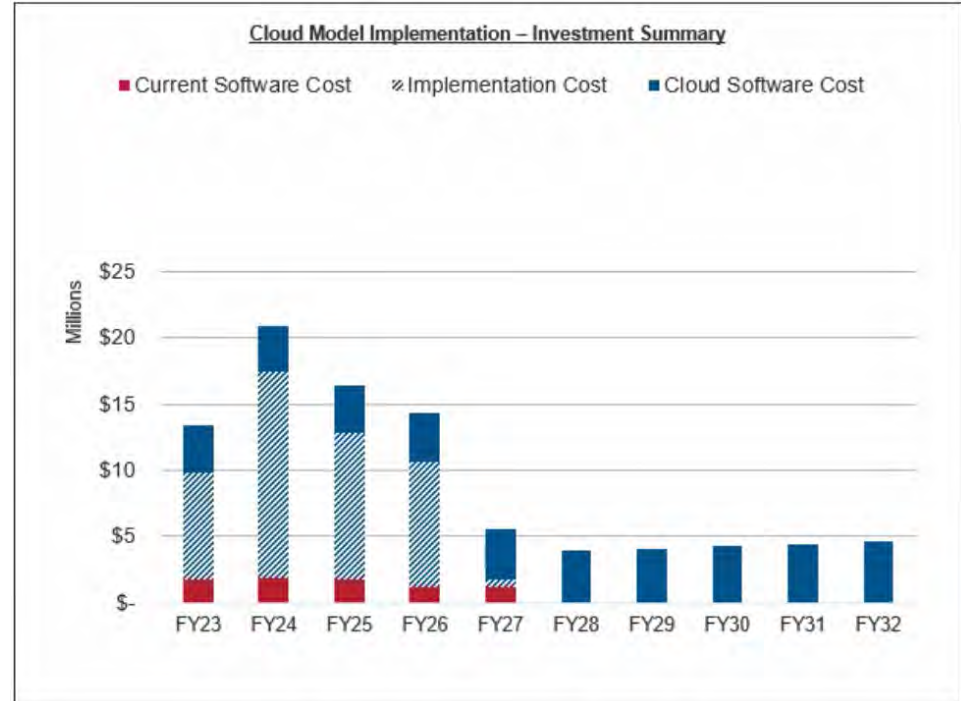
**The additional investment of \$1.82M annually will allow Miami to migrate to new technical platforms that will support operations for decades and provide the potential to realize up to \$2.2M in annual benefits through improved operational efficiency and revenue enhancement.**

# Investment Summary Estimates

Implementation of the **Option 1** recommendation of a holistic transformation program for the University will require significant financial investment from Miami University, but will enable the highest returns to students, alumni, faculty, and staff through increased capacity, improved ease of use, and modernized technical platforms.

## Summary of Financial Impact

- Implementation of Cloud model will span **FY23 through FY27** with a total **one-time** investment of **\$44.8M**
- Current software costs of **\$2.1M** will be phased out as each new Cloud software implementation completes within the FY23 – FY27 period
- Cloud software cost will be **\$3.92M** annually by FY28. In addition to the modern ERP suite, it would include significantly improved capabilities in the areas of Budgeting/Forecasting, CRM for Advancement and Marketing/Communications, Data Management and Analytics





# New Capabilities for the Next Generation of Miami

The transformation program leadership recommends will provide significant new technical capabilities and drastically improved processes, which will have direct and positive impact student, faculty, alumni, and staff and will provide the next generation application platform to remain competitive with other higher education institutions.



## Elevating Operational Efficiency

- Reduced manual effort
- Simplified transactions & standardized processes
- Increased Capacity



## Improving the Student and Alumni Experience

- Modern interface and user experience
- Richer engagement with Alumni and Students
- Personalized Communications



## Providing Employees Modern Tools

- DE&I and accessibility support
- Improved service
- Actionable data reports



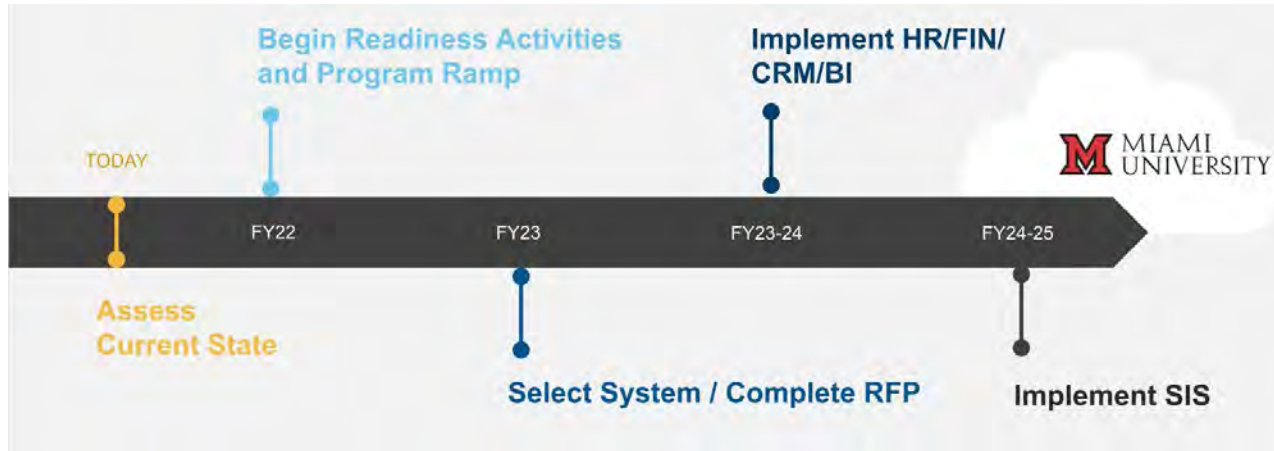
## Modernizing University Systems

- Proactive continuous improvement efforts
- Rationalized IT application inventory
- Improved mobile access and capabilities

# Recommend Next Steps: Ramping Up

## University leadership recommends:

- ☐ Begin funding discussions and formal software selection activities immediately
- ☐ Board approval after selection process is complete.
- ☐ Proceed with recommended planning and ramp-up activities:
  - ☐ Program Governance & Vision
  - ☐ Change Management
  - ☐ Business Alignment Activities
    - ☐ Campus CRM / Data Governance



*DRAFT & CONFIDENTIAL*



# 5 Appendix





# Improving the Miami Experience

Numerous systems with antiquated interfaces have left Miami employees, staff, and students wanting intuitive and robust applications that simplify transactions and liberate information to allow them to work efficiently from anywhere.

## Self-Service and User Interface

Stakeholders report that systems are not intuitive along with a desire to focus on "streamlined processes" and systems that are "easy to navigate and understand"



## Ease of Use

Finance and SCM respondents report a cumbersome Chart of Accounts and high pain-points in the areas of A/P, Asset Management, and Financial Reporting

## Student Experience

60% of students reported a systems-related pain point. Many noted a desire for more support in class registration and selection. First generation students may face increased difficulty requiring scheduling and registration flexibility

## Mobile Functionality

Over 50% of students reported they cannot access a collective view of their student activities and over 55% are using mobile platforms to access their data and value this functionality

## Case for Change

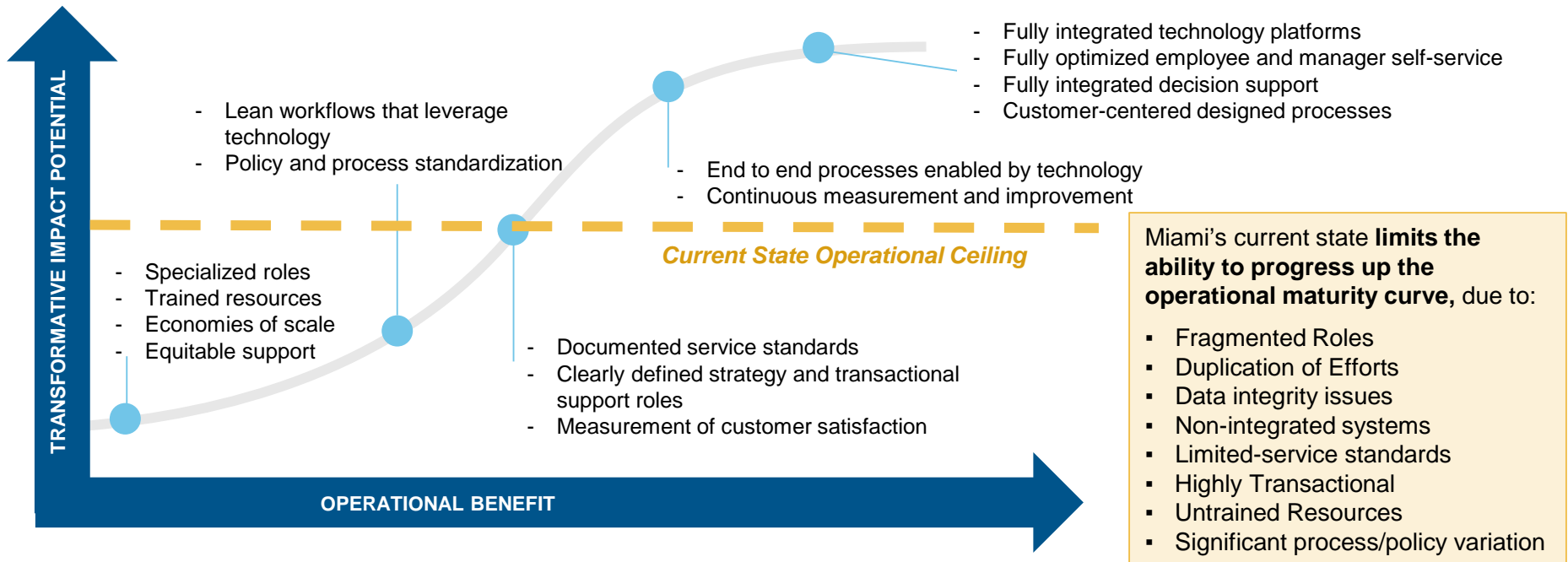
- **Students and Alumni:**
  - Provides students with modern infrastructure to enhance their Miami Experience
  - Increased transparency and a consistent and data-informed service level from recruitment through advancement from interoperable CRM systems
  - Improved Alumni interactions and connection to the institution through comprehensive platform, increasing overall engagement
- **Faculty**
  - Provides academic tools needed to proactively address students' needs and provide guidance on courses
  - Improved ease of use and access to informational tools through enhanced self-service functionality for faculty managers
- **Staff**
  - Improved data integrity and access allowing for elevated insights to support planning and decision making
  - Simplified operational activities and increased access to information, mitigating risk of data integrity and prohibitive information silos
  - Democratized and streamlined support, standardized reporting, and reduced operational redundancies

**Illustrative Student Survey Response:** *"Because I'm a non-traditional student, my course track was unlike many other students at Miami. Having a system that takes what you have and clearly states what you need would be helpful."*

© 2021 Huron Consulting Group Inc. and affiliates.

# Maturing Miami's Operating Model

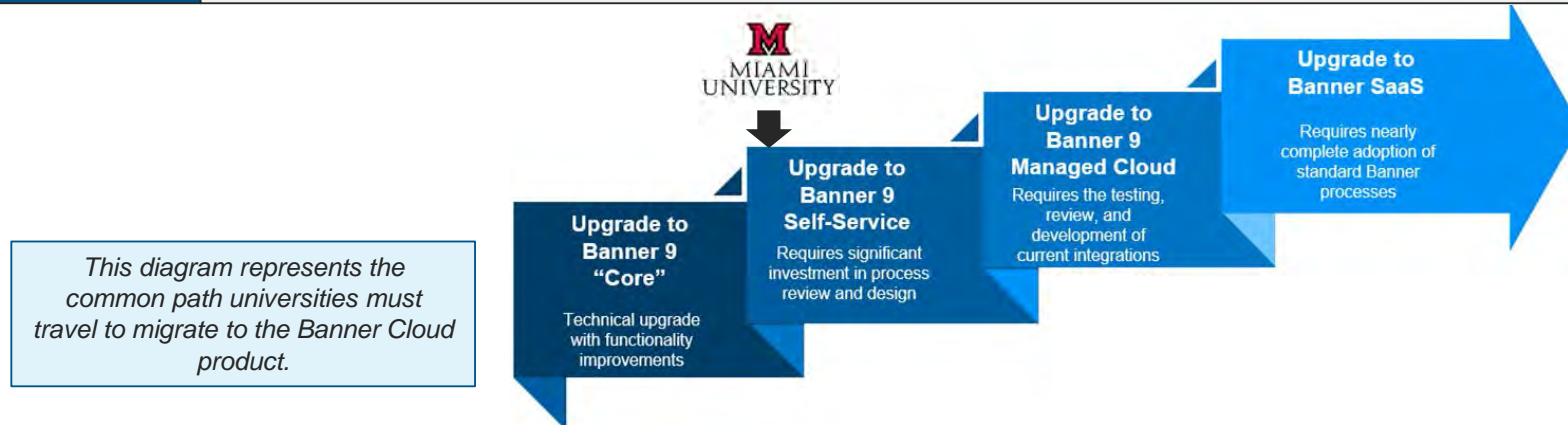
Addressing limitations in current technology platforms can improve service delivery challenges related to current-state technology and or processes; however, institutions may need to adjust the operating model to enable optimization of modernized technology and fully address people-driven challenges.



# Assessment of Current Ellucian Applications

Given Miami University's use of Ellucian, understanding Ellucian's product focus and "cloud" product roadmap is important. We believe Ellucian will continue to compete in the small to midsize Higher Ed market, and remain viable in the student domain, but the viability of its HCM and FIN products is less clear – especially for larger, more complex research institutions.

<b>Market Focus</b>	Primarily focused on small to mid-size 2-year and 4-year not for profit institutions; currently not seeing high adoption for larger, complex R1-R2 institutions
<b>Product</b>	<ul style="list-style-type: none"> <li>➤ Ellucian does not offer a "modern SaaS cloud platform," nor the rapid adoption of new features (i.e., one code line across three different products)</li> <li>➤ Little to no ability to extend functionality outside of delivered features (i.e., Platform-as-a-Service or PaaS)</li> <li>➤ Not well-positioned to address more "modern" requirements, such as accessibility, support of a national workforce and mobile platforms</li> <li>➤ "Ethos" and "Experience" have been introduced to improve data model, UI and UX using current dated toolset</li> </ul>







Source: Combination of Huron perspective and discussions with 3rd party higher education analysts

© 2021 Huron Consulting Group Inc. and affiliates.

# Engagement Model Options

The largest cost and timeline driver for the Cloud Strategy Roadmap is the selected approach to resourcing; for each of the roadmap projects an engagement model of “Partner Co-Led” has been assumed but may differ based on Miami’s needs and circumstance at the time of implementation for each segment.

 <b>Partner Co-Led (Embedded)</b>	 <b>Partner Facilitated (Leveraged)</b>	 <b>Partner Supported (Advisory)</b>	 <b>No Partner (Internal)</b>
<p><b>Summary:</b></p> <ul style="list-style-type: none"> <li>Program components co-led/guided by highly engaged implementation partner team.</li> <li>Emphasizes partner expertise/leadership to guide project; features “two-in-the-box” approach to leading project workstreams, pairing partner lead with institutional lead.</li> </ul> <p><b>Considerations</b></p> <ul style="list-style-type: none"> <li>Highest level of external expertise leveraged from partner.</li> <li><i>Generally</i>, most efficient/shortest timeframe to implementation.</li> <li><i>Generally</i>, involves highest cost.</li> </ul>	<p><b>Summary:</b></p> <ul style="list-style-type: none"> <li>Program components facilitated moderately by implementation partner team alongside staff.</li> <li>Involves more institutional leadership across program with external support for implementation.</li> </ul> <p><b>Considerations</b></p> <ul style="list-style-type: none"> <li>Medium level of external expertise leveraged from partner.</li> <li><i>Generally</i>, extends timeframe for project implementation slightly over “Partner Co-Led”</li> <li><i>Generally</i>, reduces cost with more effort supported by internal resources.</li> </ul>	<p><b>Summary:</b></p> <ul style="list-style-type: none"> <li>Program components are led/guided by internal resources, with more limited advisory support from external implementation partner.</li> <li>Emphasizes institutional leadership and local expertise.</li> </ul> <p><b>Considerations</b></p> <ul style="list-style-type: none"> <li>Lowest level of external expertise leveraged from partner.</li> <li><i>Generally</i>, extends timeframe for project implementation over “Partner-Led/Facilitated”</li> <li><i>Generally</i>, further reduces cost with greater effort supported by internal resources.</li> </ul>	<p><b>Summary:</b></p> <ul style="list-style-type: none"> <li>Program components are fully led/staffed by internal resources or newly onboarded resources. <i>(Note: This is generally not a recommended option for large systems implementation initiatives.)</i></li> <li>Emphasizes institutional leadership and local expertise.</li> </ul> <p><b>Considerations</b></p> <ul style="list-style-type: none"> <li>No external partner leveraged.</li> <li><i>Generally</i>, least efficient/longest timeframe to implementation.</li> <li><i>Generally</i>, involves lowest cost with full reliance on existing/hired internal resources.</li> </ul>

# What's next down the path to the cloud?



## Cloud Strategy Option Recommendation

As it relates to the initial set of options defined at the beginning of the Executive Summary, the ERP Evaluation Committee **recommends pursuing Option 1: Upgraded ERP Modernization.**

- **Begin “pre-planning work”**- focus on **establishing multi-faceted readiness** for adoption of a cloud ERP solution (which will not necessarily be on the Ellucian platform) and **ensure strategically aligned operational progress** – as soon as possible
- Implement a best in class CRM platform to **accelerate improvements and operational benefits related to Advancement** programs
- Select the appropriate cloud ERP vendor and **implement HCM/FIN** as soon as readiness efforts are at an appropriate stage of completeness
- Confirm decisions around Marketing & Communications and Budgeting / Forecasting tools
- After HCM/FIN are live, and once the Student product from selected ERP vendor is sufficiently mature (expected to occur by no later than 2025), **implement Cloud Student**



## Timing Considerations

Although Miami is not on a burning platform, we recommend Miami should start preparing to move to cloud ERP as soon as possible for multiple reasons, including the following:

- Ellucian will likely begin to push clients off on-premise platforms to some type of cloud or “cloud-like” model in by 2027, ensuring change is on the horizon; **waiting for the requirement will give Miami less flexibility and more urgency to upgrade, thereby reducing purchasing power and risking increased subscription costs**
- Ensuring **organizational, functional, and technical readiness** to enable a successful cloud ERP implementation requires significant lead time (i.e., 12+ months)
- Student SaaS products are working toward full maturity but leading SaaS **HCM and Finance products are mature and highly adopted**
- The **commitment and support from Miami’s current Executive Leadership** team reduces implementation and change management risks



# A New Platform for Miami's Future

Miami faces a generational opportunity, born of rapid industry disruption and core technology nearing its end of life. Acting now will modernize operations, further strategic decision making, address pain-points felt by students, faculty, and staff, and provide the new foundation to continue the university's legacy of efficient operations.

## Benefits and Investment Return

## Challenges Addressed



### Enabling the Strategic Plan

- Support achievement of the current Miami strategic plan
- Creates **advanced analyses** to support decision making and **flexibility** for the future

- Lack of visibility into metrics required to action strategic initiatives, such as Diversity & Inclusion, student success outcomes, and grants management
- Outdated financial information to support timely and informed decision making



### Automating Efficient Operations

- Creates capacity improvements and **reassigns resources toward mission-aligned activities**, such as investment in research/scholarships and student success
- Enables Miami to **support continued growth** with existing lean staffing model
- **Annual capacity benefits of \$1.9M** across operational areas

- Time spent by staff on manual processes and navigating paper-based or disconnected systems
- Payroll processing errors and labor distribution approvals
- Employees reporting that a majority of their time is spent on data collection rather than data analysis



### Improving the Miami Experience

- **Simplifies employee experience** and increases ease of use
- Encourages stronger Student and Alumni connection to the institution and creates capacity for up to **\$300,000 in additional revenue annually**.
- Improves administrative service and **enables a productive and impactful workforce**

- Inefficiencies and barriers due to outdated interfaces and counter-intuitive navigation
- Lack of interoperability between core technologies frustrating donors, students, leaders, and employees
- Employee and / or student retention risks related to administrative delays and bottlenecks



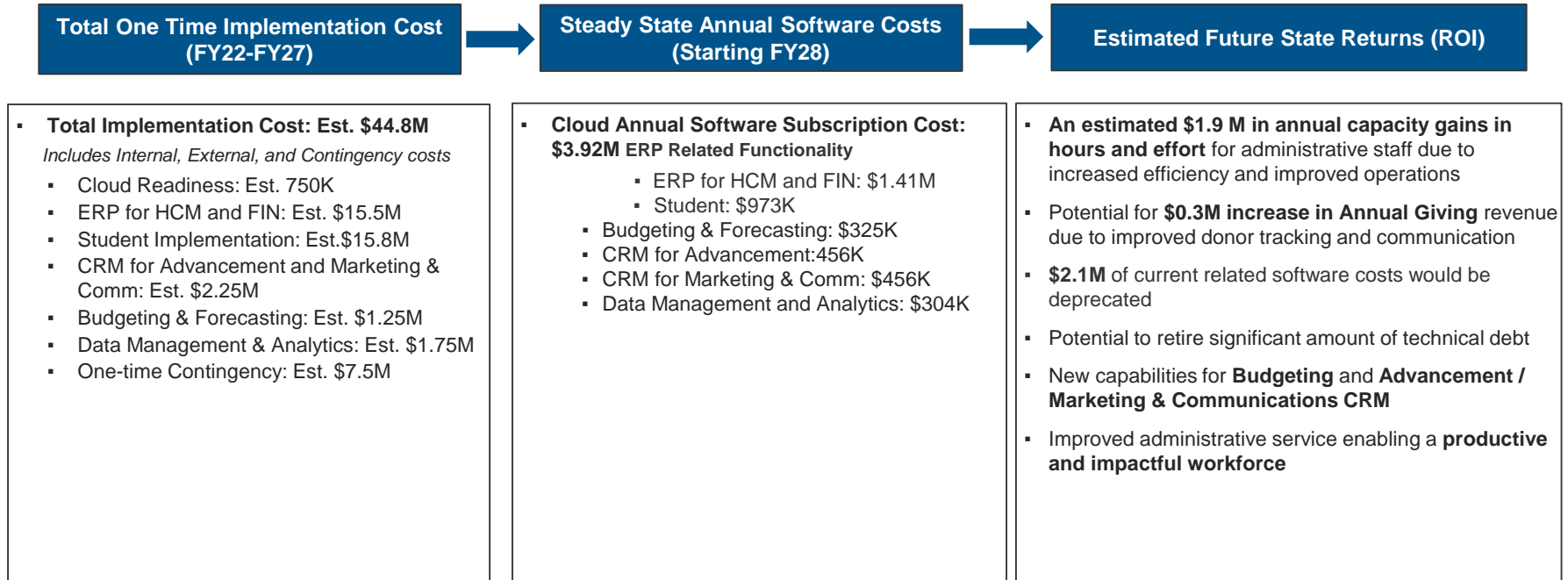
### Consolidating on Modern Platforms

- Simplifies application portfolio and eliminates **\$2.1M in annual software costs (projected FY28 costs)**
- Enables **future innovation** and **reduces operational risk**
- Provides new capabilities for Budgeting, Marketing & Comms., and Advancement CRM

- Lack of integration between core ERP and other key systems
- Reliance on shadow systems and disjointed data and reporting practices

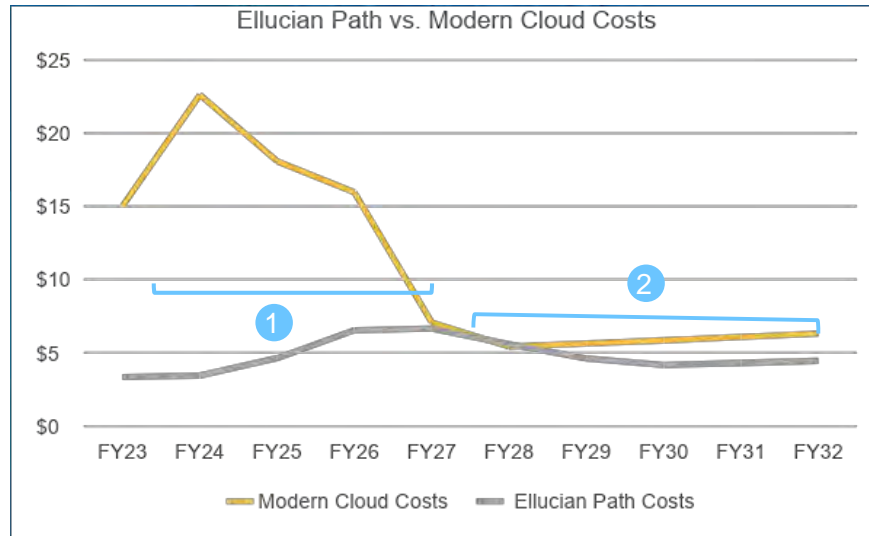
# Investment Breakdown

Implementation of the **Option 1** recommendation will involve implementation of multiple Cloud systems to provide better experience for all stakeholders, increase capacity gains and revenue, and allow the University to be competitive in the future



# Cashflow: Current State

While moving to an integrated cloud solution will require notable investment compared to current annual core systems costs, Miami University will be adding net new world class CRM and Budget platforms (far beyond current solutions) and will be able to retire or rationalize select systems along with targeted revenue enhancements to substantially offset increased annual software costs.



- 1 Future State core ERP systems costs will increase as the University begins paying new cloud FIN/HCM, SIS and net new CRM & Budgeting subscription fees while working to phase out some legacy systems.
- 2 As Miami University implements cloud ERP systems, the University can begin to retire systems and reduce licensing fees. However, overall investment is still required to modernize the institution's core enterprise.
  - Current Ellucian Path model includes estimated costs to implement Banner SaaS solution from FY25 through FY29
  - Modern cloud costs include additional **new capabilities for CRM for Advancement and Marketing Communications, Budgeting and Forecasting, and Data Management and Analytics**
  - Software costs for both models assumed to increase by 4% each year
  - Modern Cloud Model includes phased inclusion of revenue enhancement from Advancement

Notes: (1) All systems costing data from Miami University. (2) Current state systems costs assume annual licensing increase of 3%. (3) Future ERP system costs include some retained or partially retained core systems costs as rationalized. Current systems phase out timeline for Core Systems is estimated; this may vary based on contract dates or other considerations.



# Automating Efficient Operations

Miami currently runs with operations staff at or below industry averages while utilizing heavily manual processes, which present opportunities for significant capacity gains. In addition to the examples below, Miami's current service delivery model could be centralized to improve service and drive greater value for the organization.

## Sample Opportunities for Automation / Improvement

- **System Complexity:** Multiple platforms and complex integrations can result in frequent connectivity errors; this environment results in added risk of error and requires increased effort by technical and functional staff to ensure process completion
- **Data Quality and Access:** 50% of Advancement respondents do not trust supporting technology systems, citing reporting challenges and operational limitations
- **Manual processes and Redundant Data Entry:** Survey respondents report that nearly 60% of time is spent collecting data rather than conducting analysis, creating redundant efforts and possible diminished data integrity. Automation of these tasks can mitigate these risks and give employees time back for more meaningful work.
- **Student Financials:** Manual fee entry for student billing results creates tight testing windows and causes billing delays; summer awards for graduate student (600+) require manual entry and create burden on staff

## Case for Change Examples

- **Payroll Processing:**
  - Creates the ability to correct time and payroll easily during payroll processing
  - Stronger data integrity during collection allows for less redundancy and time spent researching errors
  - Robust functionality for employees working in multiple tax jurisdictions
- **Grants Management:**
  - Streamlined sponsor billing greatly reduces manual effort
  - Better data integrity and effort reporting capabilities
  - Automatic guard rails/reporting to avoid overspending
- **Advancement:**
  - Easy-to-use system allows for more time to generate leads
  - Better data collection and insights into giving history of donors
- **Talent Acquisition:**
  - Intuitive system integrates the position approval, posting and hiring processes, eliminating current need for duplicate records and allowing for improved prospect experience

**Illustrative Staff Survey Response:** *"More automation of transactions and enhanced reporting and analytical capacity"...are critical components of a successful Future State.*

© 2021 Huron Consulting Group Inc. and affiliates.

# Huron's change management approach emphasizes engagement and inclusion of the Miami community

Leveraged **Organizational Risk and Readiness Assessment (ORRA)** to build a tailored framework for Miami

Establish the **Change Network** of unit/college change teams

After go-live **Training Labs, Webinars, and Workday Tips**

**Role-based training** at go-live using a **blended learning approach**



Host a series of **Readiness Workshops**

Provide timely and relevant information through **existing channels**



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**



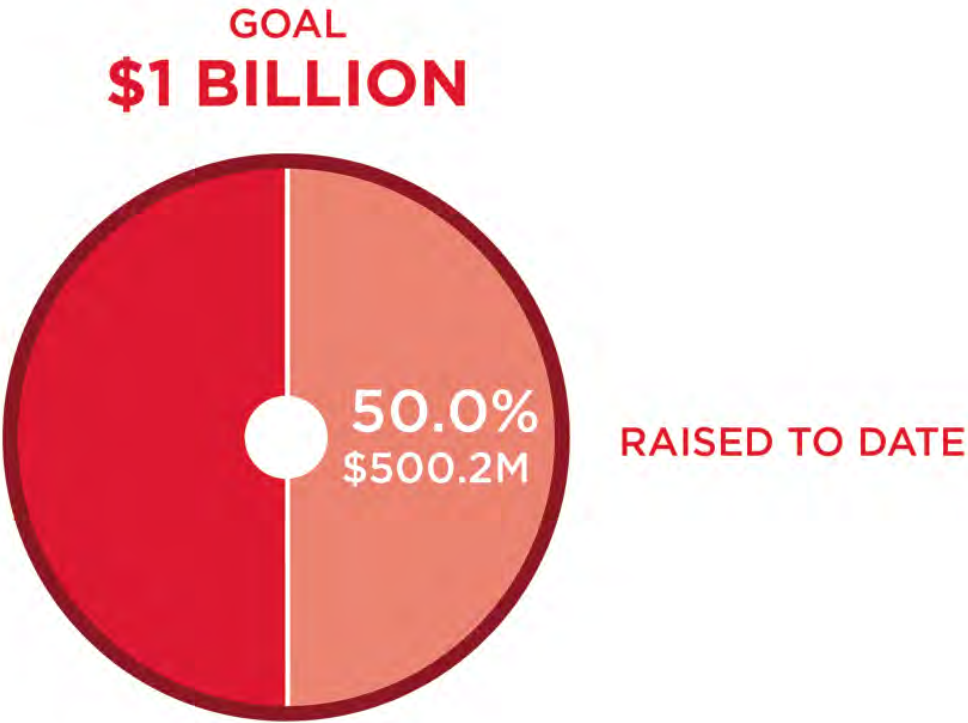
# \$1B CAMPAIGN PROGRESS

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
<b>Bequests</b>		182,417,041.14	182,417,041.14	99,148,933.75
<b>Cash</b>				
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	
<b>Planned Gifts</b>				
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
<b>Grants</b>	24,707,634.90	-	24,707,634.90	
<b>Gifts in Kind</b>	5,562,788.73	500,000.00	6,062,788.73	
<b>Real Estate</b>	-	-	-	
<b>Membership Dues</b>	16,860.22	-	16,860.22	
<b>SUB TOTAL</b>	142,378,394.88	353,340,965.32	<b>495,719,360.20</b>	
<b>Tribe commitments (pending board approval)</b>			4,653,050.52	
<i>(manual adjustments/post 10-year pledges)</i>			<i>(141,800)</i>	
<b>REPORTED TOTAL</b>			<b>\$500,230,610.72</b>	

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

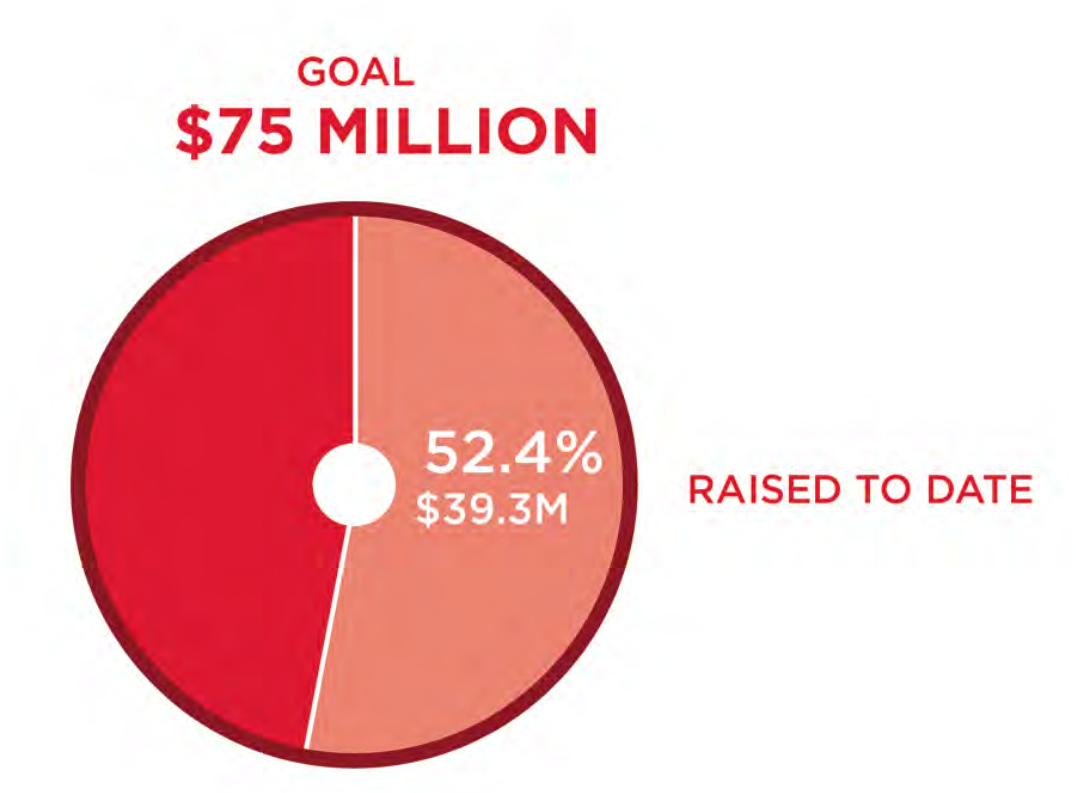
As of February 1, 2022

# 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*



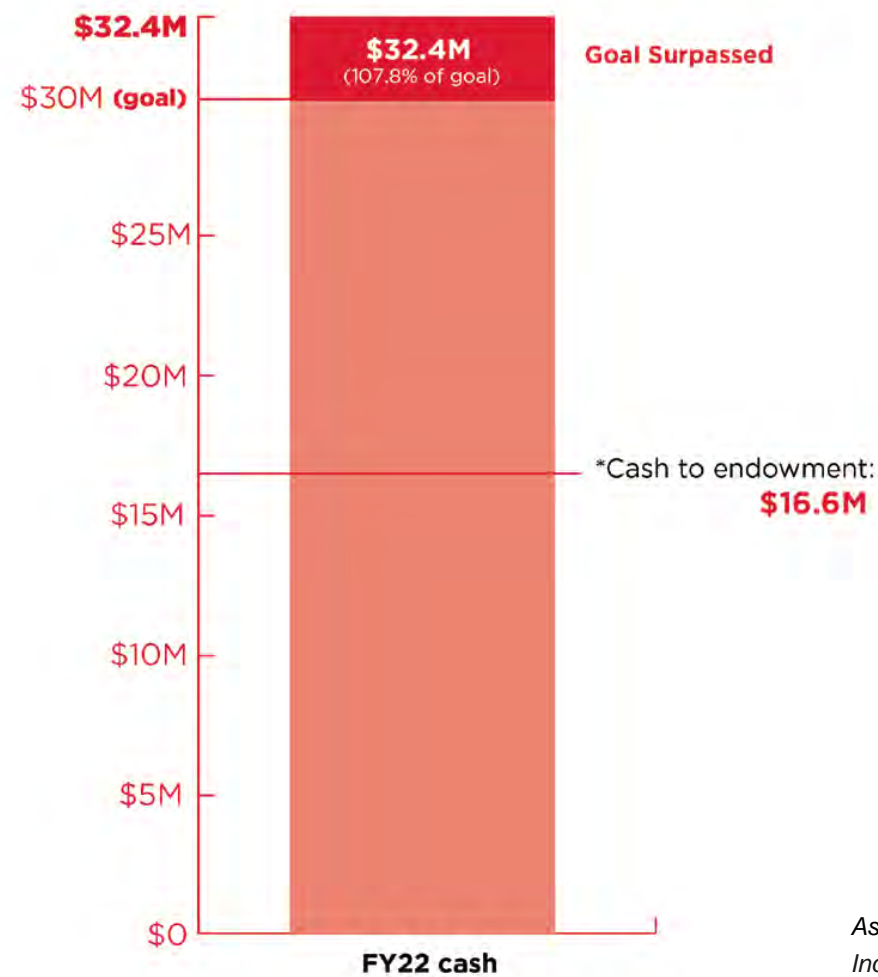
# FY '22 FUNDRAISING PROGRESS REPORT

	Gifts	Pledges	Total	Present Value
<b>Bequests</b>		4,435,000.00	4,435,000.00	3,458,525.25
<b>Cash</b>				
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	
<b>Planned Gifts</b>				
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
<b>Grants</b>	2,215,388.93	-	2,215,388.93	
<b>Gifts in Kind</b>	410,073.80	500,000.00	910,073.80	
<b>Real Estate</b>	-	-	-	
<b>Other</b>	-	-	-	
<b>SUB TOTAL</b>	18,281,927.80	18,613,285.74	<b>36,895,213.54</b>	
<b>Tribe commitments (pending board approval)</b>			2,403,042.99	
<b>REPORTED TOTAL</b>			<b>\$39,298,256.33</b>	

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

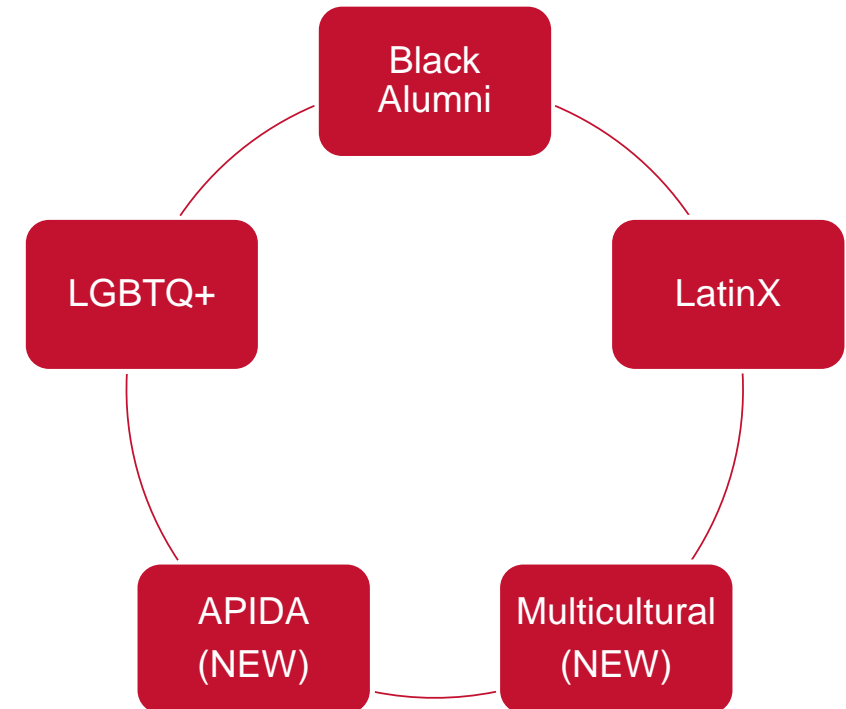


# LAUNCHED A HYBRID EVENT MODEL TO BRING IN-PERSON EVENTS TO VIRTUAL AUDIENCES



# 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



### Campaign Counting Guidelines

In almost all cases, Miami University and The Miami University Foundation will and does subscribe to the fundraising counting and reporting guidelines outlined and published by the Council for Advancement and Support of Education (CASE) in its 2009 CASE Reporting Standards and Management Guidelines, as subsequently amended. However, it is routine for CASE member institutions to approve exceptions to those guidelines within an established campaign.

Miami University ("MU") and the Miami University Foundation ("MUF") will make exceptions for future contributions to the current campaign for the exception categories below so long as they meet a two-prong test. That is:

- 1) The transaction must have donor intent; and
- 2) The transaction must be in alignment with campaign priorities.

These exceptions apply to the CASE Reporting Standards and Management Guidelines (2009) for the duration of the current comprehensive campaign. In all CASE counting exceptions all procedures outlined by the Audit and Finance Committee of the MUF, and the Finance and Audit Committee of the Board of Trustees will apply. Furthermore, in alignment with best practice, all exceptions will be footnoted in campaign reports.

- **Corporate Sponsorships**--- CASE states that sponsorships can be included in campaign totals, minus certain advertising revenue. MU and MUF shall count corporate support, including advertising, in full so long as the agreement with the corporation is not a fully quid pro quo contract. Interpretation of the agreement shall reside with the President of the MUF in conjunction with the President of Miami University.
- **Pledges**---CASE recommends that pledges with 5-year payment cycles be included in campaign totals. However, with large gifts it is becoming more common to extend pledges beyond 5 years. In such instances, pledges up to and including 10 years will be counted by MU and MUF.
- **Donor Advised Funds**--- CASE states that pledges established that are to be satisfied through a Donor Advised Fund must be counted year by year given IRS regulations. MU and MUF will count pledges to be funded by Donor Advised Funds the same as ones without a Donor Advised Fund component. Payments made to satisfy an established pledge where a Donor Advised Fund is used time to time will not change this exception.
- **Discounted or Cost-Free Goods or Professional Services**---CASE allows for counting of discounted or cost-free goods but not discounted or cost-free Professional Services. However, both types of transactions provide an economic benefit since it would have cost the university significantly more on the open market. As such, the difference between the discounted or free value of goods and/or the professional service versus its ordinary cost shall be considered a gift to MU and MUF. Whenever possible the discount amount will be substantiated by the entity providing the good or professional service. In all cases, verification will be obtained that these exceptions align with established institutional needs.

- **Testamentary Commitments and the Age for Face Value campaign counting**--- CASE allows institutions to count all testamentary commitments per their own chosen parameters. For example, irrespective of size, or age of donor. As such, MU and MUF currently includes in its campaign totals the testamentary amount (face value) if that donor is going to be at least age 62 by the end of the campaign. Exceptions to the current minimum 62-year age limit may be made on a case by case basis.
- **Software**---CASE guidelines require that gifts of software must transfer ownership to the benefitting institution. MU and MUF will count gifts of software where usage is free but ownership has not been transferred. As such the gift will be considered a Professional Service.
- **Miami Tribe Contributions**--- Funds from government sources are not counted by CASE. The Miami Tribe of Oklahoma is recognized as a sovereign nation by the United States. The Miami Tribe has a long history of financial support for Miami University, especially in support of research and programming to preserve Tribe language and culture, and intends to add to this support in the future. The Tribe has philanthropic intent in this support, therefore MU and MUF will count these contributions.

### Campaign Counting Guidelines

In almost all cases, Miami University and The Miami University Foundation will and does subscribe to the fundraising counting and reporting guidelines outlined and published by the Council for Advancement and Support of Education (CASE) in its 2009 CASE Reporting Standards and Management Guidelines, as subsequently amended. However, it is routine for CASE member institutions to approve exceptions to those guidelines within an established campaign.

Miami University ("MU") and the Miami University Foundation ("MUF") will make exceptions for future contributions to the current campaign for the exception categories below so long as they meet a two-prong test. That is:

- 1) The transaction must have donor intent; and
- 2) The transaction must be in alignment with campaign priorities.

These exceptions apply to the CASE Reporting Standards and Management Guidelines (2009) for the duration of the current comprehensive campaign. In all CASE counting exceptions all procedures outlined by the Audit and Finance Committee of the MUF, and the Finance and Audit Committee of the Board of Trustees will apply. Furthermore, in alignment with best practice, all exceptions will be footnoted in campaign reports.

- **Corporate Sponsorships**--- CASE states that sponsorships can be included in campaign totals, minus certain advertising revenue. MU and MUF shall count corporate support, including advertising, in full so long as the agreement with the corporation is not a fully quid pro quo contract. Interpretation of the agreement shall reside with the President of the MUF in conjunction with the President of Miami University.
- **Pledges**---CASE recommends that pledges with 5-year payment cycles be included in campaign totals. However, with large gifts it is becoming more common to extend pledges beyond 5 years. In such instances, pledges up to and including 10 years will be counted by MU and MUF.
- **Donor Advised Funds**--- CASE states that pledges established that are to be satisfied through a Donor Advised Fund must be counted year by year given IRS regulations. MU and MUF will count pledges to be funded by Donor Advised Funds the same as ones without a Donor Advised Fund component. Payments made to satisfy an established pledge where a Donor Advised Fund is used time to time will not change this exception.
- **Discounted or Cost-Free Goods or Professional Services**---CASE allows for counting of discounted or cost-free goods but not discounted or cost-free Professional Services. However, both types of transactions provide an economic benefit since it would have cost the university significantly more on the open market. As such, the difference between the discounted or free value of goods and/or the professional service versus its ordinary cost shall be considered a gift to MU and MUF. Whenever possible the discount amount will be substantiated by the entity providing the good or professional service. In all cases, verification will be obtained that these exceptions align with established institutional needs.

- **Testamentary Commitments and the Age for Face Value campaign counting**--- CASE allows institutions to count all testamentary commitments per their own chosen parameters. For example, irrespective of size, or age of donor. As such, MU and MUF currently includes in its campaign totals the testamentary amount (face value) if that donor is going to be at least age 62 by the end of the campaign. Exceptions to the current minimum 62-year age limit may be made on a case by case basis.
- **Software**---CASE guidelines require that gifts of software must transfer ownership to the benefitting institution. MU and MUF will count gifts of software where usage is free but ownership has not been transferred. As such the gift will be considered a Professional Service.
- Miami Tribe Contributions--- Funds from government sources are not counted by CASE. The Miami Tribe of Oklahoma is recognized as a sovereign nation by the United States. The Miami Tribe has a long history of financial support for Miami University, especially in support of research and programming to preserve Tribe language and culture, and intends to add to this support in the future. The Tribe has philanthropic intent in this support, therefore MU and MUF will count these contributions.

Formatted: Indent: Left: 0.5", No bullets or

MIAMI UNIVERSITY FOUNDATION  
CAMPAIGN EXCEPTIONS PROCEDURE

Establishment of campaign fundraising reporting exceptions:

- University Advancement will establish a set of criteria and procedures for the current comprehensive campaign for exceptions to the Council for Advancement and Support of Education (CASE) Reporting Standards and Management Guidelines (RS&MG) regarding transactions that are eligible for inclusion in campaign fundraising reporting.
- MUF Stewardship & Donor Relations Committee (S&DR) will review the exception criteria, modify if appropriate, and then approve.
- MUF Audit & Finance Committee (A&F) will review the exception criteria as approved by S&DR, modify if appropriate, and then approve.
- The Miami University Board of Trustees (BOT) Finance & Audit Committee will then approve the exception criteria for campaign fundraising reporting.
- This process will be completed prior to launching future comprehensive campaigns, and will be completed prior to launching the public phase of the current campaign.

After the exception criteria have been approved by the BOT Finance & Audit Committee:

- The Foundation President will make a semiannual report to the A&F of any transactions that are eligible for campaign fundraising reporting inclusion under the approved exceptions to CASE RS&MG.
- The report should include information about the transaction, the amount, date, and category of approved exception.
- The initial report will include all transactions for the campaign to date that qualify as approved exceptions under the new rules.
- A copy to the approved exceptions report will be provided to the S&DR for information only.
- The approved exception report shall then be provided to the BOT Finance & Audit Committee for information only.
- These exceptions may be included in the fundraising totals, but will be footnoted in all fundraising reporting and announcements as approved exceptions.

Exceptions to the approved exceptions:

- If the Foundation President identifies a transaction that falls outside the approved exceptions rules, and there are compelling reasons why the transaction should be included in fundraising reporting, the Foundation President may appeal for approval of individual transaction exceptions to the A&F.
- If the Foundation President identifies transactions that fit within the approved exception rules, but has compelling reasons why the transactions should not be included among the approved exceptions, the Foundation President may appeal for non-inclusion of the individual exceptions to the A&F.
- The appeal should include details about the exception such as: date, nature of the transaction, value of the transaction, reason why it is not already an approved exception, reasoning as to why the transaction should be an approved exception.
- If A&F approves the exception, the exception shall be reported separately to the BOT Finance & Audit Committee, with a copy to the S&DR, for final approval.
- If the BOT Finance & Audit Committee approves of these exceptions, then University Advancement may include these exceptions in its fundraising reporting, with appropriate footnote disclosure.

**Miami University & Miami University Foundation  
Campaign Exception Report  
Calendar Year Ending December 31, 2021**

**Summary**

<b>Exception Category</b>	<b>Camp Total</b>	<b>FY21 Total</b>	<b>CY20 Total</b>	<b>FY22 Total</b>	<b>CY21 Total</b>
Corporate Sponsorships	\$ 15,450,000	\$ -	\$ -	\$ -	\$ -
Extended Pledges	\$ 30,583,021	\$ 10,112,250	\$ 10,237,000	\$ 4,470,000	\$ 4,495,250
Donor Advised Funds	\$ -	\$ -	\$ -	\$ -	
Professional Services	\$ 6,193,206	\$ -	\$ -	\$ 500,000	\$ 500,000
Testamentary/Age	\$ -	\$ -	\$ -	\$ -	
Software	\$ 663,000	\$ 331,500	\$ 331,500	\$ -	\$ 331,500
<b>TOTAL</b>	<b>\$ 52,889,227</b>	<b>\$ 10,443,750</b>	<b>\$ 10,568,500</b>	<b>\$ 4,970,000</b>	<b>\$ 5,326,750</b>
<b>Added since last report*</b>	<b>\$ 4,965,000</b>			<b>\$ 4,970,000</b>	<b>\$ 4,970,000</b>

*updated 1/13/22*

\* one extended pledge of \$5,000 was paid off early (within 5 years);  
no longer considered an exception and removed from report



Category	Amt of Total Commitment	Pledge Length	Amt counted first 5 yrs	Amt counted years 6-10 (approved exception)	Amt booked beyond 10 yrs (not counted)	Date Booked	FY
Extended Pledges	\$ 1,900,000	10 years	\$ 950,000	\$ 950,000		5/27/2014	reachback
	\$ 500,000	10 years	\$ 250,000	\$ 250,000		6/27/2014	reachback
	\$ 2,000,000	7 years	\$ 1,200,000	\$ 800,000		1/28/2015	reachback
	\$ 250,000	11 years	\$ 100,000	\$ 110,000	\$ 40,000	3/6/2015	reachback
	\$ 250,000	10 years	\$ 125,000	\$ 125,000		4/19/2015	reachback
	\$ 500,000	10 years	\$ 250,000	\$ 250,000		10/16/2015	reachback
	\$ 100,000	10 years	\$ 50,000	\$ 50,000		5/14/2016	reachback
	\$ 1,000	10 years	\$ 500	\$ 500		7/7/2016	FY17
	\$ 25,000	7 years	\$ 18,000	\$ 7,000		8/23/2016	FY17
	\$ 1,000	10 years	\$ 500	\$ 500		8/29/2016	FY17
	\$ 27,000	7 years	\$ 19,000	\$ 8,000		10/1/2016	FY17
	\$ 20,000,000	10 years	\$ 10,000,000	\$ 10,000,000		10/1/2016	FY17
	\$ 23,500	7 years	\$ 16,786	\$ 6,714		10/20/2016	FY17
	\$ 22,500	6 years	\$ 20,000	\$ 2,500		11/16/2016	FY17
	\$ 20,000	7 years	\$ 12,500	\$ 7,500		1/9/2017	FY17
	\$ 700,000	7 years	\$ 500,000	\$ 200,000		1/26/2017	FY17
	\$ 250,000	10 years	\$ 125,000	\$ 125,000		1/30/2017	FY17
	\$ 90,000	6 years	\$ 80,000	\$ 10,000		3/22/2017	FY17
	\$ 120,000	7 years	\$ 85,714	\$ 34,286		4/28/2017	FY17
	\$ 17,000	7 years	\$ 11,000	\$ 6,000		5/22/2017	FY17
	\$ 20,000	7 years	\$ 15,000	\$ 5,000		7/3/2017	FY18
	\$ 25,000	5.5 years	\$ 24,000	\$ 1,000		8/2/2017	FY18
	\$ 1,500	6 years	\$ 1,250	\$ 250		8/24/2017	FY18
	\$ 20,000	7 years	\$ 14,285	\$ 5,715		10/2/2017	FY18
	\$ 20,000	7 years	\$ 14,290	\$ 5,710		11/3/2017	FY18
	\$ 100,000	7 years	\$ 71,430	\$ 28,570		11/7/2017	FY18
	\$ 1,000,000	10 years	\$ 500,000	\$ 500,000		11/20/2017	FY18
	\$ 100,000	10 years	\$ 50,000	\$ 50,000		1/26/2018	FY18
	\$ 20,000	7 years	\$ 14,400	\$ 5,600		2/20/2018	FY18
	\$ 123,994	10 years	\$ 58,994	\$ 65,000		3/24/2018	FY18
	\$ 100,000	8 years	\$ 62,500	\$ 37,500		3/30/2018	FY18
	\$ 500,000	10 years	\$ 250,000	\$ 250,000		5/18/2018	FY18
	\$ 7,200	8 years	\$ 4,500	\$ 2,700		6/13/2018	FY18
	\$ 50,000	7 years	\$ 35,714	\$ 14,286		10/5/2018	FY19
	\$ 270,000	15 years	\$ 90,000	\$ 90,000	\$ 90,000	10/13/2018	FY19
	\$ 250,000	8 years	\$ 175,000	\$ 75,000		11/19/2018	FY19
	\$ 2,250,000	10 years	\$ 1,250,000	\$ 1,000,000		3/9/2019	FY19
	\$ 1,000,000	10 years	\$ 500,000	\$ 500,000		6/10/2019	FY19
	\$ 61,800	12 years	\$ 25,000	\$ 25,000	\$ 11,800	7/26/2019	FY20
	\$ 25,000	6 years	\$ 24,000	\$ 1,000		8/20/2019	FY20
	\$ 1,440	6 years	\$ 1,200	\$ 240		10/15/2019	FY20
	\$ 1,200	6 years	\$ 1,000	\$ 200		10/23/2019	FY20
	\$ 1,000,000	7 years	\$ 750,000	\$ 250,000		10/24/2019	FY20
	\$ 520,000	6 years	\$ 500,000	\$ 20,000		1/20/2020	FY20
	\$ 50,000	10 years	\$ 25,000	\$ 25,000		1/29/2020	FY20
	\$ 175,000	7 years	\$ 125,000	\$ 50,000		5/19/2020	FY20
	\$ 100,000	8 years	\$ 50,000	\$ 50,000		6/12/2020	FY20
	\$ 25,000	7 years	\$ 15,000	\$ 10,000		7/18/2020	FY21
	\$ 20,000,000	10 years	\$ 10,000,000	\$ 10,000,000		9/30/2020	FY21
	\$ 105,000	10 years	\$ 55,000	\$ 50,000		11/10/2020	FY21
	\$ 80,000	6 years	\$ 65,000	\$ 15,000		12/12/2020	FY21
	\$ 67,000	6 years	\$ 55,000	\$ 12,000		12/28/2020	FY21
	\$ 50,000	10 years	\$ 25,000	\$ 25,000		5/17/2021	FY21
	\$ 500	10 years	\$ 250	\$ 250		5/20/2021	FY21
	\$ 60,000	6 years	\$ 50,000	\$ 10,000		8/17/2021	FY22
	\$ 8,320,000	10 years	\$ 3,860,000	\$ 4,460,000		10/21/2021	FY22
\$ 63,296,634			\$ 32,571,813	\$ 30,583,021	\$ 141,800		
\$ 8,430,500			\$ 3,935,250	\$ 4,495,250	\$ -		
\$ 8,380,000			\$ 3,910,000	\$ 4,470,000	\$ -		

Category	Amount	Gift Type	Gift Date	FY to Count
Professional Services	\$ 5,693,206	GT	(various)	FY14-19
	\$ 500,000	GIK	11/11/2021	FY22
	\$ 6,193,206			
Software	\$ 331,500	GIK	2/20/2020	FY20
	\$ 331,500	GIK	4/28/2021	FY21
	\$ 663,000			
Corporate Sponsorships	\$ 10,000,000	CP	3/12/2015	reachback
	\$ 3,750,000	CP	7/11/2014	reachback
	\$ 1,050,000	CP	1/14/2016	reachback
	\$ 650,000	CP	6/30/2014	reachback
	\$ 15,450,000			
Added since last report	\$ 500,000			

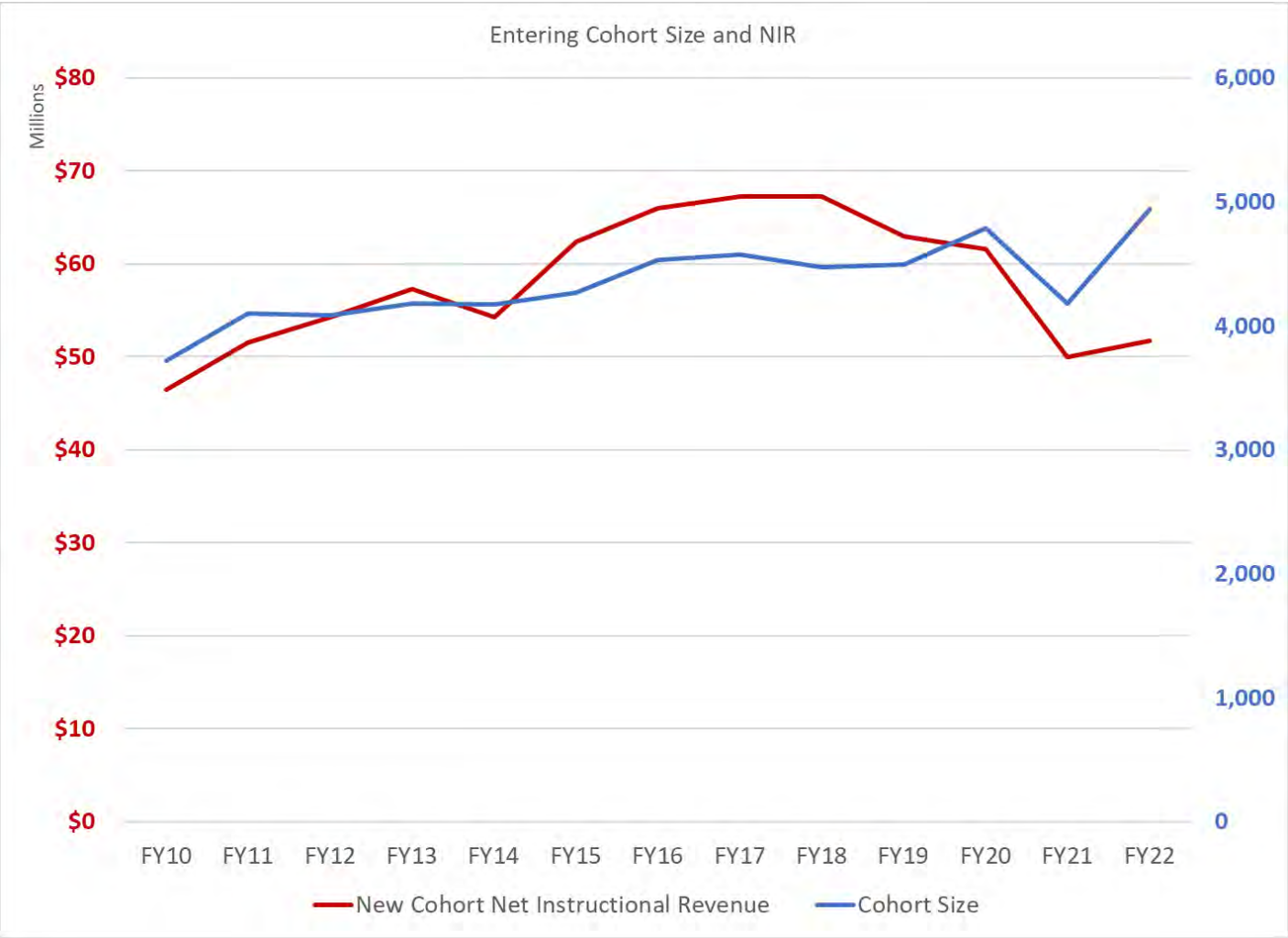


# Budget Planning for Fiscal Year 2023



# Budget Planning Assumptions

- Revenue planning is the highest priority in budget planning.
- The entering cohort of students has the greatest impact on revenue planning.
- The state appropriation has an impact but except during years of state appropriation budget cuts, its influence is normally not as significant as tuition planning.



Oxford Campus Entering Cohort and Net Instructional Revenue		
Fiscal Year	Cohort Size	New Cohort Net Instructional Revenue
FY10	3,720	\$46,423,283
FY11	4,099	\$51,497,948
FY12	4,081	\$54,278,110
FY13	4,182	\$57,261,774
FY14	4,172	\$54,247,546
FY15	4,265	\$62,361,953
FY16	4,533	\$65,927,338
FY17	4,577	\$67,267,332
FY18	4,474	\$67,226,761
FY19	4,494	\$62,897,550
FY20	4,785	\$61,550,728
FY21	4,179	\$49,952,971
FY22	4,937	\$51,675,766

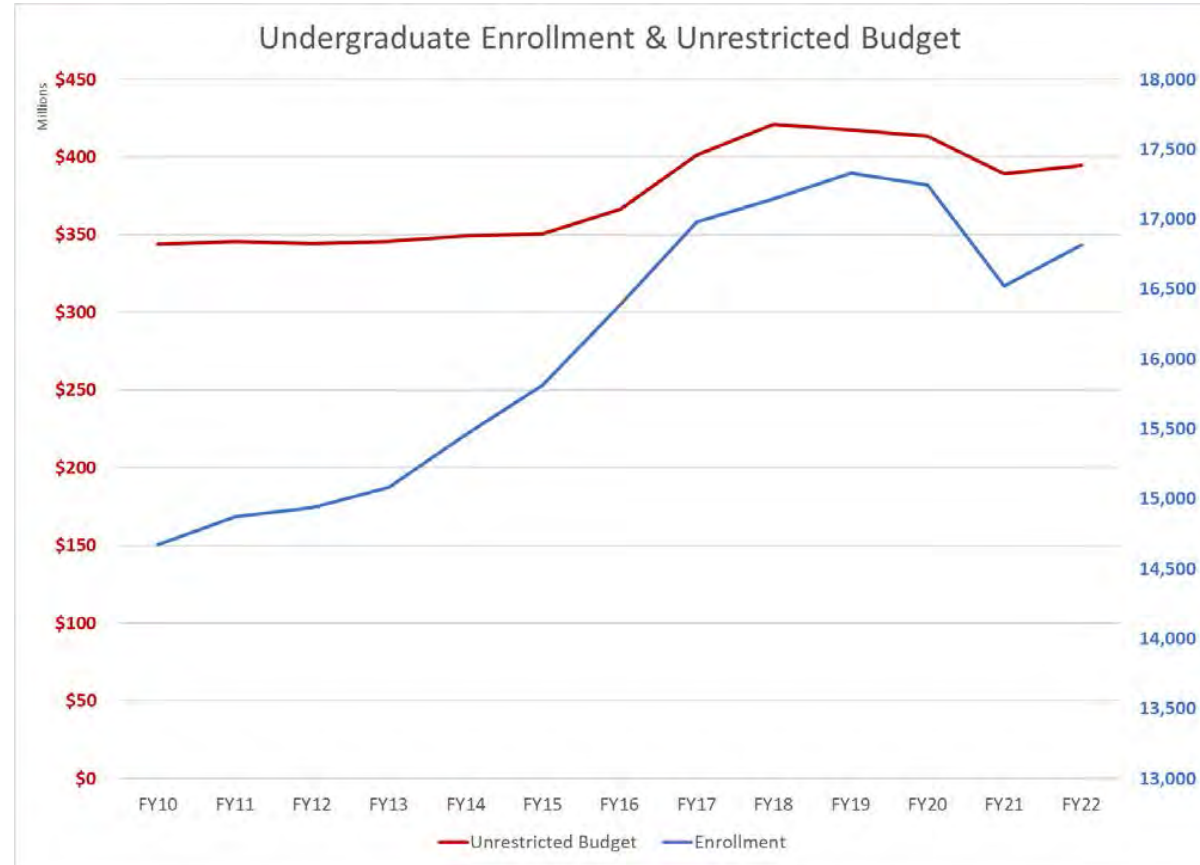
FY23 Preliminary Oxford Campus Planning Assumptions			
(\$millions)			
Undergraduate Net Instructional Revenue	FY23	FY22	FY21
Scenario 1	\$51.7	\$51.7	\$50.0
Scenario 2	\$56.8		
Scenario 3	\$61.9		
Scenario 4	\$67.2		
State Appropriation	\$68.3	\$67.7	\$67.0
Investment Income	\$14.9	\$14.9	\$6.4
Graduate Net Instructional Revenue	\$10.4	\$9.3	\$9.5





### FY23 Oxford Campus Budget Planning Estimates

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Undergraduate Net Instructional Revenue	\$212,857,144	\$218,024,721	\$223,078,089	\$228,359,874
Other Revenue	\$169,544,390	\$169,544,390	\$169,544,390	\$169,544,390
Expenses	<u>\$395,488,066</u>	<u>\$395,488,066</u>	<u>\$395,488,066</u>	<u>\$395,488,066</u>
Net Before Salary Increment	(\$13,086,532)	(\$7,918,955)	(\$2,865,587)	\$2,416,198

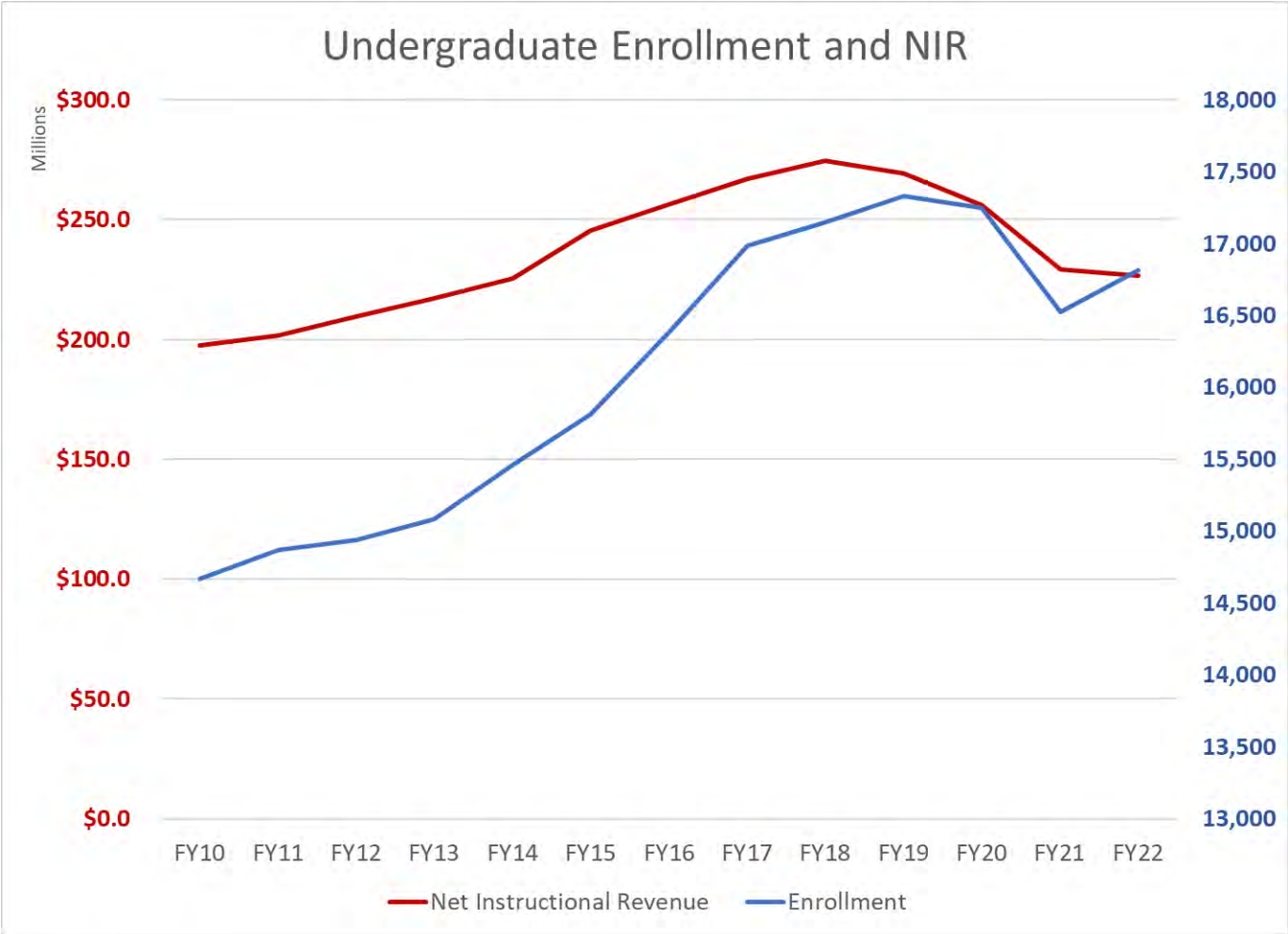


## Oxford Campus Undergraduate Enrollment and Unrestricted Budget Trend

Fiscal Year	Enrollment	Unrestricted Budget
FY10	14,671	\$343,731,995
FY11	14,872	\$345,592,197
FY12	14,936	\$344,294,825
FY13	15,081	\$345,757,289
FY14	15,462	\$349,330,462
FY15	15,813	\$350,645,134
FY16	16,387	\$366,151,488
FY17	16,981	\$401,503,396
FY18	17,147	\$421,129,564
FY19	17,327	\$417,416,940
FY20	17,246	\$413,422,265
FY21	16,522	\$389,040,098
FY22	16,815	\$394,488,066







Oxford Campus Undergraduate Enrollment and Net Instructional		
Fiscal Year	Enrollment	Net Instructional Revenue
FY10	14,671	\$197,641,812
FY11	14,872	\$201,555,721
FY12	14,936	\$209,419,856
FY13	15,081	\$217,264,921
FY14	15,462	\$225,615,038
FY15	15,813	\$245,382,705
FY16	16,387	\$256,546,260
FY17	16,981	\$267,144,571
FY18	17,147	\$274,632,404
FY19	17,327	\$269,413,731
FY20	17,246	\$256,206,096
FY21	16,522	\$229,165,625
FY22	16,815	\$226,414,684





# Investments Directed to Reverse Revenue Decline

- Boldly Creative \$50 Million
- New Buildings (Clinical Health, McVey, Elm Street) \$171 Million
- Marketing \$1.5 Million
- Career Fee \$3.4 Million
- New Mental Health Fee \$400,000 to \$1.8 Million



## Areas for Revenue Growth to be Measured

- Application Growth Necessary for Revenue Target
- Yield Rate Necessary for Revenue Target
- Net Revenue Growth Target for Graduate Revenue
- Growth in Scholarship Endowments for Entering Students
- Fall to Fall Retention Rate for New Cohort



## Oxford Campus Budget Estimates (FY23 - FY27)

	FY23	FY24	FY25	FY26	FY27
Undergraduate NIR					
Continuing Students	\$159,178,854	\$159,451,032	\$166,337,683	\$177,369,292	\$180,584,723
New Cohort (\$1M added Buy Down)	\$61,896,711	\$64,084,787	\$65,019,533	\$66,488,984	\$67,432,282
Graduate Instructional Revenue (\$1.5M)	\$32,597,849	\$34,749,806	\$36,944,802	\$39,183,698	\$41,467,372
State Appropriation (2%)	\$68,290,911	\$69,656,729	\$71,049,864	\$72,470,861	\$73,920,278
Investment Income	\$14,900,000	\$14,900,000	\$14,900,000	\$14,900,000	\$14,900,000
Other Income	\$53,755,630	\$53,755,630	\$53,755,630	\$53,755,630	\$53,755,630
Total Income	\$390,619,955	\$396,597,984	\$408,007,512	\$424,168,465	\$432,060,285
Continuing Expense	\$395,643,282	\$394,737,406	\$393,521,444	\$391,357,943	\$391,311,689
Compensation Increase (2%)	\$5,136,681	\$10,918,782	\$16,831,546	\$22,875,418	\$29,053,278
Other Expense Growth (2%)	\$0	<u>\$1,344,921</u>	<u>\$2,716,741</u>	<u>\$4,115,997</u>	<u>\$5,543,238</u>
Total Expenses	\$400,779,963	\$407,001,109	\$413,069,731	\$418,349,358	\$425,908,205
Net Growth (Loss)	(\$10,160,008)	(\$10,403,125)	(\$5,062,219)	\$5,819,108	\$6,152,080
Vacancy Savings or Use of Carry Forward	\$10,160,008	\$10,403,125	\$5,062,219	<u>\$0</u>	<u>\$0</u>
Ending Balance	\$0	\$0	\$0	\$5,819,108	\$6,152,080

# QUESTIONS?





# Status of Capital Projects



# Clinical Health Sciences and Wellness Facility

Project Cost: \$96,000,000

Cost of Work: \$79,360,260

Completion Date/% Comp: August 2023/55%

Project Delivery Method: Design-Build

Contingency/Balance: \$3,182,750/97%





## Clinical Health Sciences and Wellness Facility





## Clinical Health Sciences and Wellness Facility





## College@Elm

Project Cost: \$13,500,000

Completion Date/% Comp: January 2023/1%

Contingency/Balance: \$529,364/100%

Cost of Work: \$11,647,328

Project Delivery Method: Design-Build





## Dodds Hall Renovation

Project Cost: \$17,660,000

Completion Date/% Comp: August 2022/60%

Contingency/Balance: \$560,215/100%

Cost of Work: \$15,240,514

Project Delivery Method: Design-Build



## Dodds Hall Renovation





## Richard M. McVey Data Science Building

Project Cost: \$58,000,000

Cost of Work: \$46,806,125

Completion Date/% Comp: January 2024/3%

Project Delivery Method: Design-Build

Contingency/Balance: \$3,607,459/100%





## South Quad Tunnel Top – Phase 2

Project Cost: \$1,950,000

Completion Date/% Comp: August 2022/4%

Contingency/Balance: \$135,843/100%

Cost of Work: \$1,709,272

Project Delivery Method: Design-Build



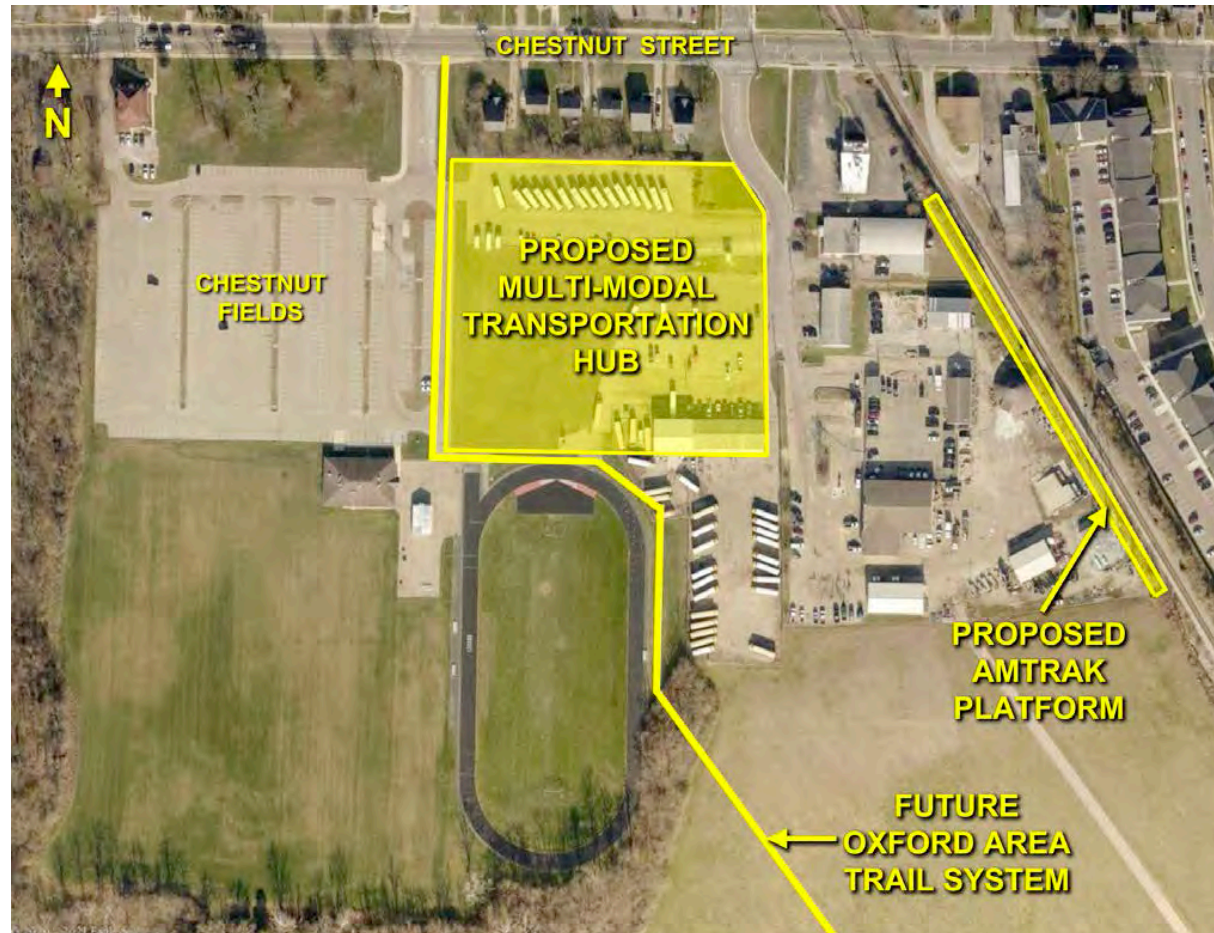
# QUESTIONS?





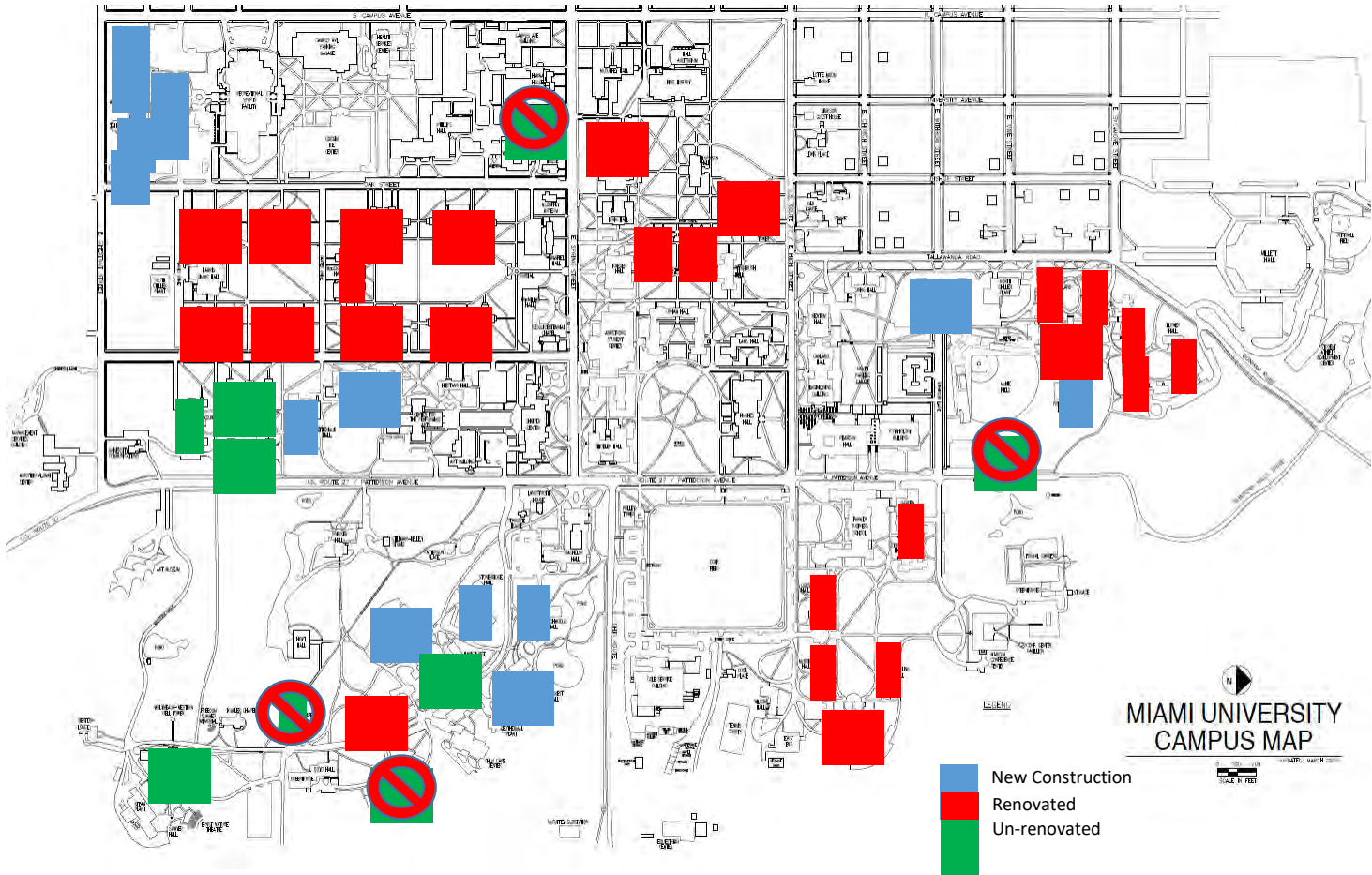
# Chestnut Fields Development







# **Residence Hall Renovations Ogden Hall and Bell Tower Dining**





Cole Service Building  
Oxford, Ohio 45056-3609  
(513) 529-7000  
(513) 529-1732 Fax  
[www.pfd.muohio.edu](http://www.pfd.muohio.edu)

### **Status of Capital Projects Executive Summary February 25, 2022**

1. Projects completed:

One major project was completed since the last report. University Hall is home to the nursing program located on the Hamilton Campus. The renovation of this facility provides state-of-the-art simulation and laboratory spaces supporting the nursing program. The equipment and spaces in University Hall will be equivalent to those being constructed in the Clinical Health Sciences and Wellness Facility on the Oxford Campus. Finally, the renovation addressed several infrastructure needs extending the life of the facility. An estimated 8% of the project revenues will be returned upon closure of this project. Ten projects under \$500,000 were completed since the last report.

2. Projects added:

No major projects and seven projects under \$500,000 were added since the last report.

3. Projects in progress:

The Clinical Health Sciences and Wellness Facility continues to make good progress. Masonry work on the exterior façade is now underway. It is difficult to see the progress being made since the contractors must “tent” the wall faces and temporarily heat the areas while the masonry is being laid. Sheathing on the exterior walls continues on the center wing while framing is occurring on the north wing. The Dodds Hall Renovation is also making good progress. Inside the building, drywall finishing is being completed and painting is underway throughout all floors. Finish work is on-going in the restrooms. Ceiling grid is being installed in common areas. Footings, foundations, and site utilities has just begun on the Richard M. McVey Data Science Building. Finally, work is now underway with the South Quad Tunnel Top Phase 2 project. This project replaces the section of tunnel top in the South Quad. Once replaced, the new design will allow the university to replace the sidewalk on top of the tunnel without impacting the top of the tunnel itself.

Respectfully submitted,

Cody J. Powell, PE  
Associate Vice President –  
Facilities Planning & Operations

## TABLE OF CONTENTS

	Page Number
<b>PROJECT SYNOPSIS .....</b>	<b>2</b>
<b>UNDER CONSTRUCTION.....</b>	<b>3</b>
<i>Requiring Board of Trustees Approval:</i>	
Central Campus Hot Water Conversion.....	3
Clinical Health Sciences and Wellness Facility.....	4
College @ Elm.....	5
Dodds Hall Renovation.....	6
Richard M. McVey Data Science Building .....	7
<i>Projects Between \$500,000 and \$2,500,000:</i>	
South Quad Tunnel Top, Phase 2 .....	9
<b>IN DESIGN.....</b>	<b>10</b>
Laws Hall – Graduate and Undergraduate Dean Offices.....	10
Ogden Residence Hall/Bell Tower Place Dining Renovation .....	10
SCP Free Cooling Improvement 2021 .....	11
<b>IN PLANNING.....</b>	<b>12</b>
Bachelor Hall Renovation.....	12
Center for Performing Arts – Gates-Abbeglen Theater Renovation.....	12
King Library Renovation 2020 .....	13
<b>COMPLETED PROJECTS.....</b>	<b>14</b>
University Hall Renovation .....	14
<b>SUMMARY OF PROJECTS LESS THAN \$500,000.....</b>	<b>15</b>
<b>GLOSSARY OF TERMS.....</b>	<b>17</b>

	<u>Number of Projects</u>	<u>Value</u>
<b>Under Construction</b>	<b>6</b>	<b>\$207,610,000</b>
<b>In Design</b>	<b>3</b>	<b>\$28,430,000</b>
<b>In Planning</b>	<b>3</b>	<b>\$80,000,000</b>
<b>Projects Under \$500,000</b>	<b>38</b>	<b>\$11,783,228</b>
	<b>Total</b>	<b>\$327,823,228</b>

<u><b>New Projects Over \$500,000</b></u>
<b>No New Projects</b>

<u>Projects Completed Since Last Report</u>	
University Hall Renovation	\$10,000,000
Total	<hr/> \$10,000,000

**UNDER CONSTRUCTION**  
**(Under Contract)**  
**Projects Requiring Board of Trustees Approval**

**1. Central Campus Hot Water Conversion: (BOT Dec '21) (Previous Report: In Design)**

Van Winkle

As part of the Campus Utility Master Plan, the Central Campus Hot Water Conversion Project will convert a large portion of the central quadrangle of campus from steam to hot water. This project includes the creation of a new satellite campus heating plant to be located in the basement of Upham Hall. Hot water piping will be extended from this new satellite campus heating plant to the buildings in central area of campus. The project will also create redundant connections to the existing distribution piping from the South Chiller Plant. The cross connection between the two plants will improve robustness and reliability for both the South Chiller Plant and the new Central Campus Utility Plant. A small amount of the new hot water piping will be located in the existing tunnel systems with the remainder to be direct buried. Hot water connection and conversion of Ogden is occurring under another project, as that building is being renovated. Hot water connection and conversion to Bonham House, Warfield, MacMillan, Kreger, Irvin, Alumni, Bishop, McGuffey, Hall Auditorium, King Library, Harrison and Upham will occur as part of this project. Steam supply is being maintained to the new Central Campus Utility Plant located in Upham Hall for Hot Water production. In the future, the steam supply is planned to be replaced with Hot Water from a future hot water generation plant.

This project is a key step in the Utility Master Plan to meet strategic energy reduction and campus sustainability goals of decommissioning coal-fired steam systems. The scope of the project includes direct buried hot water piping, direct buried chilled water piping and converting the buildings named above from steam heating to hot water heating. The change from steam to hot water will improve both the efficiency and reliability of heating the central portion of the campus.

The project is in the Construction Document phase. Design work and reviews are on-going. This project is expected to begin construction in Spring 2022 with construction being complete in Fall 2023. The Construction Manager has begun working with design-assist contractors to finalize the budget. Guaranteed Maximum Price (GMP) #1 has been signed, and GMP #2 is expected in early February.

Delivery Method: Construction Manager at Risk

<b>Project Cost</b>	
Design and Administration	\$1,300,000
Cost of Work	\$18,500,000
Contingency	\$650,000
Owner Costs	\$50,000
Total	\$20,500,000

<b>Funding Source</b>	
Local	\$20,500,000
Total	\$20,500,000

Contingency Balance: \$650,000

Construction Complete: 0%

Project Completion: October 2023



## 2. **Clinical Health Sciences and Wellness Facility:** (BOT Feb '20)

Heflin

A Programming Committee comprised of faculty, administration and Physical Facilities staff was convened in January 2019 to determine the program of the facility. The team worked with the Criteria AE firm of Moody Nolan and Perkins and Will to develop the Program of Requirements, assist in site selection analysis, and provide the Conceptual and Schematic Design.

The Student and Employee Health Services and Student Counseling clinics and the Student Wellness organization are included in the health sciences facility, along with the Speech Pathology and Audiology clinic and academic program, Nursing, and the new Physician Associate program. The Clinical Health Sciences and Wellness facility site is to be built on the existing footprint of the health and counseling center and adjacent parking lot. This location required relocating the clinic operations to Harris Hall while the new facility is under construction. The project's \$96,000,000 budget includes the \$6,200,000 Harris Hall renovation budget which was previously approved by the Board of Trustees. Some of the program spaces include simulation and skills labs, a standardized patient clinic, speech and audiology research labs, gross anatomy and health innovation labs, as well as classrooms and faculty/staff offices.

Mechanical, electrical and plumbing rough-in continues. Drywall installation has commenced. Exterior wall framing, sheathing, cast stone and brick installation is in progress. Roof dry-in is progressing from south to north, and window installation has commenced. Construction will continue through March 2023 with the PA program starting classes in May 2023. All other program groups will commence operation for the 2023 Fall Semester.





**Clinical Health Sciences and Wellness Facility (continued):**

Delivery Method: Design-Build

<b>Project Cost</b>	
Design and Administration	\$6,689,810
Cost of Work	\$79,360,260
Contingency	\$3,282,750
Owner Costs	\$6,667,180
Total	\$96,000,000

<b>Funding Source</b>	
Local	\$74,790,000
State	\$21,210,000
Total	\$96,000,000

Contingency Balance: \$3,182,750

Construction Complete: 55%

Project Completion: Summer 2023

**3. College @ Elm: (BOT Dec '21) (Previous Report – In Planning)**

Heflin

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 and contains space for future tenants. A key anchor tenant is the Fischer Group. This is a group of interrelated companies with the capability to take a product from idea to shelf, which offers students the opportunity to see a product through every phase of development. The Fisher Group will have dedicated space for research and design, prototyping, manufacturing, and fulfillment. A second tenant is Miami University. 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. Miami is focusing on the theme of medical and biomedical products to bring to market through university led research and partnerships that can take advantage of the university's resources. The third tenant is the City of Oxford. The city 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 envelope has significant deferred maintenance that will need to be repaired and refurbished. The renovation will include new electrical, mechanical, plumbing, and fire protection systems. Office and instructional spaces would be fitted out in alignment with contemporary business environments. Large portions of the facility will be furnished with minimal elements and flexible features to accommodate turnover of tenants over time.

The project has commenced with demolition and abatement and the ordering of long lead time equipment and materials. Bid documents have been issued for the balance of the work.

**College @ Elm (continued):**

Delivery Method: Design Build

Project Cost	
Design and Administration	\$896,053
Cost of Work	\$11,647,328
Contingency	\$529,364
Owner Costs	\$427,255
Total	\$13,500,000

Funding Source	
State	\$2,500,000
Local	\$9,755,000
Gifts	\$1,000,000
City of Oxford	\$245,000
Total	\$13,500,000

Contingency Balance: \$529,364

Construction Complete: 1%

Project Completion: January 2023

4. **Dodds Hall Renovation:** (BOT Dec '19)

Morris

This project will renovate Dodds Residence Hall at the northeast corner of the South Quad as a continuation of the 2010 Long Range Housing Master Plan. This will be the last of the South Quad halls to be renovated. Dodds Hall will receive an upgrade very similar to what was completed at Porter Hall – mechanical systems, energy efficiency, finishes and accessibility. The design includes improvements in the heating, cooling, plumbing and life safety systems, as well as the building envelope. The renovation extends the life of the facility.

Drywall installation is complete with finishing and painting in progress. Shower partitions, lights, devices, floor and wall tile are in progress and near complete. Window installation is complete. Fan coil and Dedicated Outdoor Air System (DOAS) units have been delivered and installed. Ductwork is largely complete and insulated. Ceiling rough-in and grids are in progress.



**Dodds Hall Renovation (continued):**

Delivery Method: Design-Build

<b>Project Cost</b>	
Design and Administration	\$874,271
Cost of Work	\$15,240,514
Contingency	\$560,215
Owner Costs	\$985,000
Total	\$17,660,000

<b>Funding Source</b>	
Local	\$17,660,000
Total	\$17,660,000

Contingency Balance: \$560,215

Construction Complete: 60%

Project Completion: August 2022

**5. Richard M. McVey Data Science Building:** (BOT Sep '21)

Porchowsky

This project is performing programming related to innovation, multidisciplinary project-based work, and instilling a sense of leadership and entrepreneurship in our students. A Programming Committee with representation from areas of STEM, data science, entrepreneurship, Interactive Media, and design thinking was convened in January 2019. The University hired a Criteria AE firm to develop the program of requirements, assist in potential site selection, and provide conceptual and schematic design services.

As a national leader in education for the digital arts, statistical analytics and technological research, and to further research and discoveries in these disciplines, the committee has envisioned a new building to house a collection of departments that will promote cross-disciplinary research while creating a venue for instruction, innovation and collaborations with industry partners.

The McVey Data Science Building is designed as an 89,000 GSF building and will include faculty and student project spaces, consulting spaces, classrooms, and computer labs. There are also certain unique spaces within the building such as the Cyber Security Lab, the Robotics/Maker Lab, the XR Stage, the UX Focus Group Room, and the VR Track Space.

We have successfully completed negotiations with our design-build team and Guaranteed Maximum Prices (GMP's) have been executed. The GMP process was accelerated and design-assist strategies were implemented to help mitigate risks associated with material pricing, lead times, and labor. The Design Builder is completing the buyout process and on-site work continues. Contactors are currently installing footings, foundations, and site utilities.

**Richard M. McVey Data Science Building (continued):**

Delivery Method: Design-Build

<b>Project Cost</b>	
Design and Administration	\$5,536,416
Cost of Work	\$46,806,125
Contingency	\$3,607,459
Owner Costs	\$2,050,000
<b>Total</b>	<b>\$58,000,000</b>

<b>Funding Source</b>	
2020A Bond	\$30,000,000
Gift	\$20,000,000
Local	\$8,000,000
<b>Total</b>	<b>\$58,000,000</b>

Contingency Balance: \$3,607,459

Construction Complete: 3%

Project Completion: January 2024

**UNDER CONSTRUCTION****(Under Contract)****Projects Between \$500,000 and \$2,500,000****1. South Quad Tunnel Top, Phase 2: (Previous Report – In Design)**

Morris

The utilities around Miami's campus utilize tunnels in many areas. These tunnels allow for easier maintenance and upgrade of the utility distribution systems. The tunnels across campus vary greatly in age and condition. The tunnel tops are being updated in phases with a new, more efficient and durable top design. The tunnels in the South Quad are circa 1960. This project will replace the tunnel tops on the east side of the quadrangle from Center Drive to Harris Hall's breezeway. The project will also repair portions of the pipe insulation inside this tunnel. This project will complete the tunnel replacements in the South Quad area. Other tunnel tops were recently completed in conjunction with the Porter Hall renovation.

Construction drawings are complete. The guaranteed maximum price (GMP) has been executed and construction has begun by temporarily lowering the existing chilled water lines inside the tunnel. Removal of the slab will begin in early March.

Delivery Method: Design-Build

<b>Project Cost</b>	
Design and Administration	\$83,385
Cost of Work	\$1,709,272
Contingency	\$135,843
Owner Costs	\$21,500
Total	\$1,950,000

<b>Funding Source</b>	
Local	\$1,950,000
Total	\$1,950,000

Contingency Balance: \$135,843

Construction Complete: 4%

Project Completion: August 2022

## IN DESIGN (Pre-Contract)

### 1. **Laws Hall – Graduate and Undergraduate Dean Offices:** (Previous Report – In Planning)

Burwinkel

The Provost's office has added a position, the Dean of Undergraduate Students. The primary job of the department of Undergraduate Education is to ensure Miami's undergraduate students are as successful as possible. The Graduate School anticipates dynamic changes as prompted by Miami RISE, which aims to drive transformational change to guide Miami through unprecedented volatility in higher education. These offices currently have space in Roudebush Hall and will move to Laws Hall. These offices will be serving students directly. Laws Hall, an academic and administrative building in the heart of the campus, is more accessible and inviting to students. The offices will be located in the currently underutilized area of the former BEST Library circulation desk and the 3D printing services area. The office suites will have a few private offices, work spaces, and shared resources comprising approximately 3,000 net assignable square feet.

Bids have been analyzed and are over budget. The project has been put on hold temporarily due to the cost of construction.

Proposed Budget: \$780,000  
Desired Start: January 2022  
Desired Completion: May 2022

Funding Source	
Local	\$780,000
Total	\$780,000

### 2. **Ogden Residence Hall / Bell Tower Place Dining Renovation:**

Morris

This project will renovate Ogden Residence Hall and Bell Tower Place Dining Hall, both within the same building. This is a continuation of the 2010 Long Range Housing Master Plan. Ogden Hall will receive an upgrade in the mechanical systems, fire suppression, energy efficiency, finishes, interior renovations and accessibility. The design includes improvements in the heating, cooling, plumbing, electrical, life safety systems, as well as the building envelope. The renovation extends the life of the facility.

The majority of the existing dining facility remodeling has been put on hold pending selection of a new food service vendor and determination of the preferred direction for the facility.

The Construction Document Phase is near complete and the Guaranteed Maximum Price (GMP) has been submitted for approval for construction of the residence hall portion of the scope. Construction will begin in June of 2022 with completion in the summer of 2023. The decision has been made to prepare the Bell Tower Place dining hall portion of the building for future renovation, but not complete the work until a dining partner has been selected. This will allow the university to work with the partner to determine an appropriate direction for the type of dining venue to construct.

Delivery Method: Design-Build

Proposed Budget: \$27,000,000  
(revised since last report: \$31,000,000)  
Desired Start: June 2022  
Desired Completion: August 2023

Funding Source	
Local	\$27,000,000
Total	\$27,000,000

**3. SCP Free Cooling Improvement 2021:**

Van Winkle

This project will add a 'free cooling' system to the South Chiller Plant (SCP) to provide winter time cooling capacity for the buildings that require year-round cooling from the SCP. The free cooling system will consist of a water-to-water heat exchanger between the existing chilled water plant loop and an exterior glycol loop that will be sized to accommodate the plant's cooling load when the Outdoor Air Temperature drops below 32 F, and the chillers are no longer able to run. The project will increase the efficiency and capacity of the chilled water system when the Outdoor Air Temperature drops below freezing. This is increasingly important as the new Clinical Health Sciences building will have a cooling load all year long due to the nature of some of the spaces and equipment planned to be in the building.

The design for this project has been put on hold. Recently implemented control strategy changes at the South Chiller Plant have allowed for the existing Heat Recovery Chillers to operate down to ambient temperatures not previously thought achievable with the current system setup, and with an increased winter time cooling load. The plant operations will be closely monitored this upcoming winter, and a determination will be made if the existing equipment will be capable of providing the necessary winter cooling loads at the new Clinical Health Science building or if any free cooling equipment will be required to meet those loads, and if so, what the appropriate size of the free cooling equipment should be.

Delivery Method: Single Prime Contractor

Proposed Budget: \$650,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
Local	\$650,000
Total	\$650,000

**IN PLANNING****(Pre-A&E)****1. Bachelor Hall Renovation:**

Porchowsky

This project will provide for the renovation of Bachelor Hall. Built in 1979, this general academic building contains over 180 offices and 22 classrooms. The facility has not had a major renovation since its opening. Bachelor Hall currently houses the departments of Mathematics, Speech Pathology and Audiology, and English, as well as the Humanities Center and the American Cultures and English (ACE) program for international students. Speech Pathology and Audiology will be moving out of the building. This project will identify new occupants for the building through a comprehensive look at the humanities programs and alignment of departments within the College of Arts & Sciences across the campus. The project will renovate the entire 112,418 GSF facility with new mechanical systems and upgraded fire suppression, electrical and plumbing systems. The project will explore covering the existing open courtyard to increase building efficiency and create much needed collaboration and updated instructional spaces.

The Criteria AE firm has completed the campus instructional space utilization study and has begun the development of the program of requirements for the renovation of Bachelor Hall. The design team is also performing a space planning study to help coordinate the relocation of several academic departments that will be displaced during construction. This phase of design will conclude in July 2022 at which point the schematic design phase will begin.

Proposed Budget: \$62,000,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
TBD	\$62,000,000
Total	\$62,000,000

**2. Center for Performing Arts – Gates-Abegglen Theater Renovation:**

Morris

Named for former Miami faculty, Homer N. Abegglen (Director of Theater for 40 years until 1968) and Arthur Loren Gates (Chairman of the Department of Speech for 35 years until 1940), the Gates-Abegglen Theater is the center of the Theatre Department's programs. The theater has not had a major renovation since its original construction in 1969, as part of the Center for Performing Arts. The current design of the theater is challenging for a variety of performance types due to its design and construction. This renovation of the Theater will revise the stage and audience spaces enhancing the performance and viewing experiences, as well as making the venue appropriate for a broader array of performance types including musical, spoken word, visiting artist, lecture, dance, etc. The increase in variety will improve the theater's utilization by making it available to more departments for both performance and instruction. Ultimately, finding or creating an alternative rehearsal space for the Theater productions is essential in order to permit the desired shared use of the space.

The renovation will include reconstructing the audience seating, new forward stage, new lighting and curtain systems and the control booth. The project will proceed through schematic design and create architectural renderings for the division to raise the funds to complete the renovation.



**Center for Performing Arts – Gates-Abegglen Theater Renovation (continued):**

Architect is under contract and the design team is proceeding with programming/conceptual design. The conceptual design is expected to be complete in May 2022. Following conceptual design, a fundraising phase will commence.

Proposed Budget: \$8,000,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
Local	\$8,000,000
Total	\$8,000,000

**3. King Library Renovation 2020:**

Heflin

This project comprises interior renovations of the ground, first, and second floors of King Library. The lower level will include reconfiguration and upgrades to the existing café including casework, finishes, furnishings, and some food service equipment. The first floor will include reconfiguration and finish upgrades to existing spaces including the lobby, access services, various offices, and restrooms. The project also includes the creation of new distinct areas within the existing open stack space, including a maker space. The second floor will be limited to minor alterations as required to accommodate shifting of existing services and programs between floors.

The project will be designed via a master planning effort over the next 10 years. The estimated total project budget is \$10,000,000, designed to be split into two 5-year periods of \$5,000,000 each. The goal at initiation is to take the project to the schematic design phase. The library administration will then proceed in fund raising to support the overall master plan goal.

Program verification is complete. Schematic Design will be complete in late February 2022. Following schematic design, a fundraising phase will commence.

Delivery Method: Single Prime Contracting

Proposed Budget: \$10,000,000

Desired Start: TBD

Desired Completion: TBD

Funding Source	
Local	\$10,000,000
Total	\$10,000,000

## COMPLETED PROJECTS

### 1. **University Hall Renovation:** (BOT Feb '20)

Heflin

This project renovated University Hall to provide students and faculty a state-of-the-art educational facility with high fidelity simulation and skills laboratory spaces, flexible and technologically-integrated classrooms and study spaces, as well as the necessary administrative and faculty support spaces needed to support the program.

The renovation of University Hall focused on three primary priorities--building infrastructure upgrades and deferred maintenance, interior renovations and improvements, and exterior enhancement.

The building renovation is complete and occupants have moved into the space. Classes are underway this Spring Semester. The adjacent asphalt parking lot will be resurfaced in the summer of 2022.



Delivery Method: Design-Build

Project Cost	
Design and Administration	\$720,764
Cost of Work	\$7,620,050
Contingency	\$981,437
Owner Costs	\$677,749
<b>Total</b>	<b>\$10,000,000</b>

Project Expense	
Design and Administration	\$720,764
Cost of Work	\$7,620,050
Contingency	\$275,000
Owner Costs	\$584,810
<b>Total</b>	<b>\$9,200,624</b>

Estimated Contingency Balance Returned: \$706,437

Est. Contingency Balance Returned, Percent of Total: 72%

Est. Bid Savings / VE Returned: \$92,939

Est. Final Total: \$799,376

**Projects Between \$50,000 and \$500,000**

<b>Project</b>		<b>Budget</b>
Art Building – Emergency Generator Replacement 2020	ON HOLD	\$125,000
Advancement Services Building – new carpet		\$100,000
Bonham House – Interior Refresh		\$110,075
Boyd Hall – Fire Alarm Upgrade		\$105,000
Boyd Hall - Greenhouse LED Lighting 2021		\$87,000
Cole Service Building – AH4 Upgrade 2020		\$70,000
E & G Buildings – LED Retrofits 2020		\$350,000
Electric Vehicle Charging Stations		\$165,000
Emerson Hall - Fire Alarm System Replacement 2022		\$275,000
Equestrian Center Erosion Control		\$5000,000
Farmer School of Business – Room 042 & 3061 renovation		\$200,000
Goggin Ice Center – Arena Lighting Upgrade 2020		\$480,000
Goggin Ice Center – Pad B Lighting Upgrade 2020		\$220,000
Heritage Commons – LED Conversion 2020		\$85,000
Hillcrest Hall Boiler Exhaust Modifications		\$100,000
Hueston Woods - Water Autosampler Improvement 2021		\$90,149
Indoor Sports Center LED Conversion 2020		\$290,000
MUO Campus Services Chimney repairs Symmes Hall		\$100,000
MUO Rental Refresh 2022: 15 N. University		\$170,000
MUO Rental Refresh 2022: 163 Shadowy Hills		\$52,000
MUO Rental Refresh 2022: 220 E. High Street		\$154,000
North Campus Garage Improvements		\$300,000
Peabody Hall – 100 Apartment Renovation 2021		\$96,011
Peabody Hall - Honors Finishes Refresh 2021		\$165,494
Phillips Hall - 212 Lab Exhaust Upgrade 2021		\$150,000
Psychology Building - Animal Facility Floor 2021		\$150,000
Recreation Sports Center - Dive Tower Cleaning and Painting 2021		\$180,650
Residence Halls – Ventilation A/E Fees		\$290,000
Shriver Center - Technology Store 2021		\$62,849
South Chiller Plant – Hot Water Filtration Upgrade 2021		\$60,000
Steam Plant – Reverse Osmosis Water Addition 2021		\$275,000
Tappan Hall – Exterior Upgrades 2020	ON HOLD	\$120,000
Tappan Hall - Fire Alarm System Replacement 2022		\$275,000
Tappan Hall – Ventilation Upgrades 2022		\$400,000
Thesken Hall - Robotics Reno		\$250,000
Utilities – Black Start Support 2021		\$70,000
Utilities – Pad Switch Replacement 2020		\$495,000
Western Dining Commons – Redundant Chiller Upgrade 2020		\$115,000

**Projects Closed Between \$50,000 and \$500,000**

Project	Original Budget	Returned Funds
Dorsey Hall – Ventilation AHU Upgrade 2020	\$210,000	\$8,646
Dorsey Hall – Ventilation DOAS Upgrade 2020	\$418,000	\$5,886
Hahne Hall – Ventilation AHU Upgrade 2020	\$245,000	\$29,000
Hahne Hall – Ventilation DOAS Upgrade 2020	\$245,000	\$159,230
Lewis Place – Ongoing projects	\$250,000	\$5,935
MacFarland Hall – Ventilation Upgrade 2020	\$496,000	\$44,781
McBride Hall – Ventilation Upgrade 2020	\$382,000	\$11,407
Millett Hall – Wayne Embry Statue	\$192,020	\$6,230
MUO Painting – Campus Services Exterior 2021	\$200,000	\$54,429
MUO Painting – E&G Exterior 2021	\$182,000	\$78,497

## Glossary of Terms

**Construction Manager at Risk (CMR)** – is a delivery method which entails a commitment by the construction manager to deliver the project within a Guaranteed Maximum Price (GMP). The owner contracts the architectural and engineering services to perform the design from concept through construction bid documents using the construction manager as a consultant. The construction manager acts as the equivalent of a general contractor during the construction phase. CMR arrangement eliminates a "Low Bid" construction project. This method will typically be used on projects with high complexity and demanding completion schedules.

**Contingency** – includes both owner contingency and the D/B or CMR contingency where applicable.

**Cost of the Work** – is the cost of construction. This includes general condition fees, contractor overhead and profit, D/B or CMR construction stage personnel.

**Design & Administration** – includes all professional services to support the work. This consists of base Architect/Engineer (A/E) fees, A/E additional services, A/E reimbursables, non-error/omission A/E contingency fees, geotechnical services, special inspection services partnering services, multi-vista photo documentation of projects, D/B or CMR pre-construction services, third party estimator, and local administration fees.

**Design Build (D/B)** – is a project delivery method in which the design and construction services are contracted by a single entity and delivered within a Guaranteed Maximum Price (GMP). Design Build relies on a single point of responsibility contract and is used to minimize risks for the project owner and to reduce the delivery schedule by overlapping the design phase and construction phase of a project. This method will typically be used on projects with less complexity and have demanding completion schedules.

**Guaranteed Maximum Price (GMP)** – is the negotiated contract for construction services when using D/B or CMR. The owner negotiates a reasonable maximum price for the project (or component of the project) to be delivered within the prescribed schedule. The D/B firm or CMR is responsible for delivering the project within the agreed upon GMP. This process eliminates bidding risks experienced by the owner, allows creative value engineering (VE) to manage the budget, and permits portions of the work to begin far earlier than traditional bidding of the entire project.

**Multiple Prime Contracting** – is a project delivery method historically allowed by the State of Ohio. The owner contracts the architectural and engineering services to perform the design from concept through construction bid documents. The construction services are divided into various trade specialties – each bid as a separate contract (general, plumbing, mechanical, electrical, sprinkler, etc.). The owner is responsible for managing the terms of each contract and coordinating the work between the multiple contractors.

**Owner Costs** – are costs directly borne by the owner to complete the project. This includes furniture, fixtures, and equipment (FF&E), audio/visual (A/V), IT networking, percent for art (applicable on State funded projects exceeding \$4 million), printing and advertising expenses, and any special moving or start-up funds.

**Preconstruction Services** – are the development and design services provided by a D/B firm or CMR to the owner. These services are typically performed for an identified cost prior to the negotiation of a GMP. These services are included in "Design and Administration."

**Single Prime Contracting** – is a project delivery method in which the owner contracts the architectural and engineering services to perform the design from concept through construction bid documents. The construction services are contracted separately, but through a single entity. Single Prime Contracting is beneficial on projects with specialized construction requiring more owner oversight or control. This method will typically be used on projects with high complexity and low schedule importance.

**RESOLUTION R2022-xx**

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 reimagined 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.

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	

**RESOLUTION R2022-xx**

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.



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	



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

### 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	



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

### **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

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	

**Miami University**  
**Finance and Audit Committee**  
**FY 2022 Forecasted Operating Results**  
**Projections Based upon Activity through December 31, 2021**

**ALL FUNDS**

The first schedule shows activity across all unrestricted and restricted funds of the University.

The unrestricted activity presented in the All Funds summary includes the performance of each subsidiary of the unrestricted activity and cumulative totals. The report does not include draws of reserves to provide a better approximation of the University's expected unrestricted net position at the conclusion of the fiscal year. The schedule also includes year to date earnings for non-endowment and endowment income but no forecast of the fiscal year performance due to the earnings volatility.

Total forecast for the "Total Unrestricted Funds" is highly influenced by investment performance. Investment performance is much more volatile than other revenues meaning variations are expected each year and the outcome for fiscal year 2022 is impossible to forecast.

The other nuance to consider in this report is the effect of depreciation expense. Depreciation expense is not incorporated in any of the unrestricted budgets. It is offset over time through state capital appropriations, new debt and principal payments, and transfers to renewal and replacement funds that are used for capital projects. One of the consequences of the pandemic is that less funds are available to transfer to renewal and replacement and several capital projects have been delayed.

The second schedule presents the financial performance for all restricted funds. Investment income for the non-endowment and endowment are held on budget. Grants and contracts are forecast above budget primarily due to an unanticipated federal grant obtained by the Psychology Department.

All Funds  
Unrestricted  
For July 1, 2021 to June 30, 2022  
as of December 31, 2021

Description	Oxford E&G		Regional Campus E&G		Designated Funds All Campuses		Auxiliary Operations All Campuses		Unrestricted Quasi-Endowments	Investment Fluctuation	Total Unrestricted Funds		Net Investment in Capital Assets	Total	
	Budget	Forecast	Budget	Forecast	Budget	Forecast	Budget	Forecast			Budget	Forecast	Forecast	Budget	Forecast
<b>Revenue:</b>															
State Appropriation	\$67,681,775	\$67,681,775	\$12,794,776	\$12,713,191	\$0	\$0	\$0	\$0	\$0	\$0	\$80,476,551	\$80,394,966	\$0	\$80,476,551	\$80,394,966
Tuition (Net)	\$307,301,402	\$303,718,887	\$29,907,206	\$30,101,955	\$0	\$0	\$0	\$0	\$0	\$0	\$337,208,608	\$333,820,842	\$0	\$337,208,608	\$333,820,842
Room, Board and Fees	\$2,596,500	\$2,163,589	\$274,200	\$274,200	\$19,506,612	\$22,810,107	\$109,103,882	\$114,160,923	\$0	\$0	\$131,481,194	\$139,408,819	\$0	\$131,481,194	\$139,408,819
Sales	\$0	\$0	\$0	\$0	\$1,678,030	\$1,063,993	\$22,918,571	\$21,476,361	\$0	\$0	\$24,596,601	\$22,540,354	\$0	\$24,596,601	\$22,540,354
Investment Income (Net)	\$14,900,000	\$14,900,000	\$100,000	\$100,000	\$2,293,619	\$2,293,619	\$168,373	\$167,148	\$0	\$0	\$17,461,992	\$17,460,767	\$0	\$17,461,992	\$17,460,767
Other Revenue	<u>\$1,553,360</u>	<u>\$1,759,325</u>	<u>\$89,902</u>	<u>\$89,902</u>	<u>\$14,485,184</u>	<u>\$13,066,637</u>	<u>\$8,082,370</u>	<u>\$8,362,545</u>	<u>\$0</u>	<u>\$0</u>	<u>\$24,210,816</u>	<u>\$23,278,409</u>	<u>\$0</u>	<u>\$24,210,816</u>	<u>\$23,278,409</u>
<b>Total Revenue</b>	<b>\$394,033,037</b>	<b>\$390,223,576</b>	<b>\$43,166,084</b>	<b>\$43,279,249</b>	<b>\$37,963,445</b>	<b>\$39,234,356</b>	<b>\$140,273,196</b>	<b>\$144,166,977</b>	<b>\$0</b>	<b>\$0</b>	<b>\$615,435,762</b>	<b>\$616,904,158</b>	<b>\$0</b>	<b>\$615,435,762</b>	<b>\$616,904,158</b>
<b>Expenses:</b>															
Salaries and Wages	\$189,257,187	\$182,816,553	\$24,577,117	\$22,571,170	\$16,735,461	\$15,712,360	\$32,589,888	\$29,470,506	\$0	\$0	\$263,159,652	\$250,570,589	\$0	\$263,159,652	\$250,570,589
Benefits	\$66,959,151	\$63,695,217	\$8,441,061	\$7,617,360	\$6,419,143	\$4,505,090	\$10,636,946	\$9,729,354	\$0	\$0	\$92,456,301	\$85,547,020	\$0	\$92,456,301	\$85,547,020
Support Expenses	\$79,664,175	\$75,610,615	\$6,515,796	\$6,515,796	\$28,933,152	\$20,762,142	\$57,397,755	\$61,154,613	\$0	\$0	\$172,510,878	\$164,043,167	\$0	\$172,510,878	\$164,043,167
Equipment	\$1,991,752	\$1,991,752	\$32,600	\$32,600	\$1,100,560	\$2,245,802	\$487,558	\$385,100	\$0	\$0	\$3,612,470	\$4,655,254	\$0	\$3,612,470	\$4,655,254
Interest on Debt	\$6,839,046	\$6,839,046	\$113,167	\$113,167	\$0	\$0	\$20,265,540	\$20,265,769	\$0	\$0	\$27,217,753	\$27,217,982	\$0	\$27,217,753	\$27,217,982
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$73,800,000	\$0	\$73,800,000
Other	<u>(\$9,937,367)</u>	<u>(\$9,937,367)</u>	<u>\$3,051,178</u>	<u>\$3,051,178</u>	<u>\$0</u>	<u>\$0</u>	<u>\$6,886,189</u>	<u>\$6,886,189</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Total Expenses</b>	<b>\$334,773,944</b>	<b>\$321,015,816</b>	<b>\$42,730,919</b>	<b>\$39,901,270</b>	<b>\$53,188,316</b>	<b>\$43,225,395</b>	<b>\$128,263,875</b>	<b>\$127,891,531</b>	<b>\$0</b>	<b>\$0</b>	<b>\$558,957,054</b>	<b>\$532,034,012</b>	<b>\$73,800,000</b>	<b>\$558,957,054</b>	<b>\$605,834,012</b>
<b>Net Before Transfers</b>	<b>\$59,259,093</b>	<b>\$69,207,760</b>	<b>\$435,165</b>	<b>\$3,377,978</b>	<b>(\$15,224,871)</b>	<b>(\$3,991,039)</b>	<b>\$12,009,321</b>	<b>\$16,275,446</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,478,707</b>	<b>\$84,870,146</b>	<b>(\$73,800,000)</b>	<b>\$56,478,707</b>	<b>\$11,070,146</b>
<b>Transfers:</b>															
Transfer for Principal on Debt	\$7,817,660	\$7,817,660	\$380,000	\$380,000	\$0	\$0	\$28,157,211	\$28,157,211	\$0	\$0	\$36,354,871	\$36,354,871	\$0	\$36,354,871	\$36,354,871
General Fee	\$45,545,893	\$45,108,175	\$369,591	\$339,556	<u>(\$6,227,751)</u>	<u>(\$6,227,751)</u>	<u>(\$33,861,611)</u>	<u>(\$33,861,610)</u>	\$0	\$0	\$5,826,122	\$5,358,369	\$0	\$5,826,122	\$5,358,369
Capital Projects & Other	<u>\$5,886,312</u>	<u>\$5,886,312</u>	<u>(\$314,426)</u>	<u>\$2,523,790</u>	<u>(\$8,997,120)</u>	<u>(\$997,120)</u>	<u>\$17,713,719</u>	<u>\$17,680,338</u>	<u>\$0</u>	<u>\$0</u>	<u>\$14,288,485</u>	<u>\$25,093,320</u>	<u>(\$8,000,000)</u>	<u>\$14,288,485</u>	<u>\$17,093,320</u>
<b>Total Transfers</b>	<b>\$59,249,865</b>	<b>\$58,812,147</b>	<b>\$435,165</b>	<b>\$3,243,346</b>	<b>(\$15,224,871)</b>	<b>(\$7,224,871)</b>	<b>\$12,009,319</b>	<b>\$11,975,939</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,469,478</b>	<b>\$66,806,561</b>	<b>(\$8,000,000)</b>	<b>\$56,469,478</b>	<b>\$58,806,561</b>
<b>Net After Transfers</b>	<b>\$9,227</b>	<b>\$10,395,613</b>	<b>\$0</b>	<b>\$134,632</b>	<b>(\$0)</b>	<b>\$3,233,832</b>	<b>\$2</b>	<b>\$4,299,507</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,229</b>	<b>\$18,063,585</b>	<b>(\$65,800,000)</b>	<b>\$9,229</b>	<b>(\$47,736,415)</b>

**All Funds  
Restricted  
For July 1, 2021 to June 30, 2022  
as of December 31, 2021**

	Restricted Gifts All Campuses		University Endowment	Grants & Contracts All Campuses		Total Restricted Funds	
Description	Budget	Forecast		Budget	Forecast	Budget	Forecast
Revenue:							
State Appropriation	\$0	\$0	\$0	\$710,000	\$710,000	\$710,000	\$710,000
Tuition (Net)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Room, Board and Fees	\$0	\$2,975	\$0	\$0	\$0	\$0	\$2,975
Sales	\$2,950,100	\$44,051	\$0	\$0	\$0	\$2,950,100	\$44,051
Investment Income (Net)	\$4,146,434	\$4,146,434	\$0	\$0	\$0	\$4,146,434	\$4,146,434
Other Revenue	<u>\$19,500,880</u>	<u>\$19,500,880</u>	<u>\$0</u>	\$56,362,872	\$61,994,036	<u>\$75,863,752</u>	<u>\$81,494,916</u>
Total Revenue	\$26,597,414	\$23,694,340	\$0	\$57,072,872	\$62,704,036	\$83,670,286	\$86,398,375
Expenses:							
Salaries and Wages	\$7,271,494	\$6,396,243	\$0	\$12,000,000	\$6,131,915	\$19,271,494	\$12,528,158
Benefits	\$2,867,525	\$1,687,110	\$0	\$4,620,000	\$1,880,062	\$7,487,525	\$3,567,173
Support Expenses	\$16,458,395	\$16,458,395	\$0	\$40,452,872	\$48,787,188	\$56,911,267	\$65,245,583
Equipment	\$0	\$95,895	\$0	\$0	\$264,620	\$0	\$360,515
Interest on Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Expenses	<u>\$26,597,414</u>	<u>\$24,637,644</u>	<u>\$0</u>	<u>\$57,072,872</u>	<u>\$57,063,784</u>	<u>\$83,670,286</u>	<u>\$81,701,428</u>
Net Before Transfers	\$0	(\$943,304)	\$0	\$0	\$5,640,251	\$0	\$4,696,947
Transfers:							
Transfer for Principal on Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Projects & Other	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$271,264</u>	\$0	\$271,264
Total Transfers	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$271,264</u>	<u>\$0</u>	<u>\$271,264</u>
Net After Transfers	\$0	(\$943,304)	\$0	\$0	\$5,368,987	\$0	\$4,425,683



**OXFORD**

The projection for the Oxford General Fund through September is a surplus of approximately \$6.6 million. Details of the specific items are highlighted below.

**Revenues**

The Oxford campus student fee revenues (instructional, general out-of-state, and other) are forecast to be approximately \$3.1 million below the \$259.2 million budget. Net instructional revenue (including the out of state surcharge) is forecast to be \$3.1 million under budget. The general fee is forecast to be \$0.4 million below the \$48.1 million budget. Net instructional revenue and the general fee revenue are forecast to be under budget due to cohort financial aid exceeding the \$137.4 million budget by \$0.6 million. The forecast includes fall revenues, winter term, a preliminary forecast of spring term. Summer term is held on budget.

The state appropriation for the Oxford campus of \$67.7 million is based on the Ohio Department of Higher Education subsidy payment schedule. The subsidy reflects the net impact of activity across all of the institutions in the University System of Ohio.

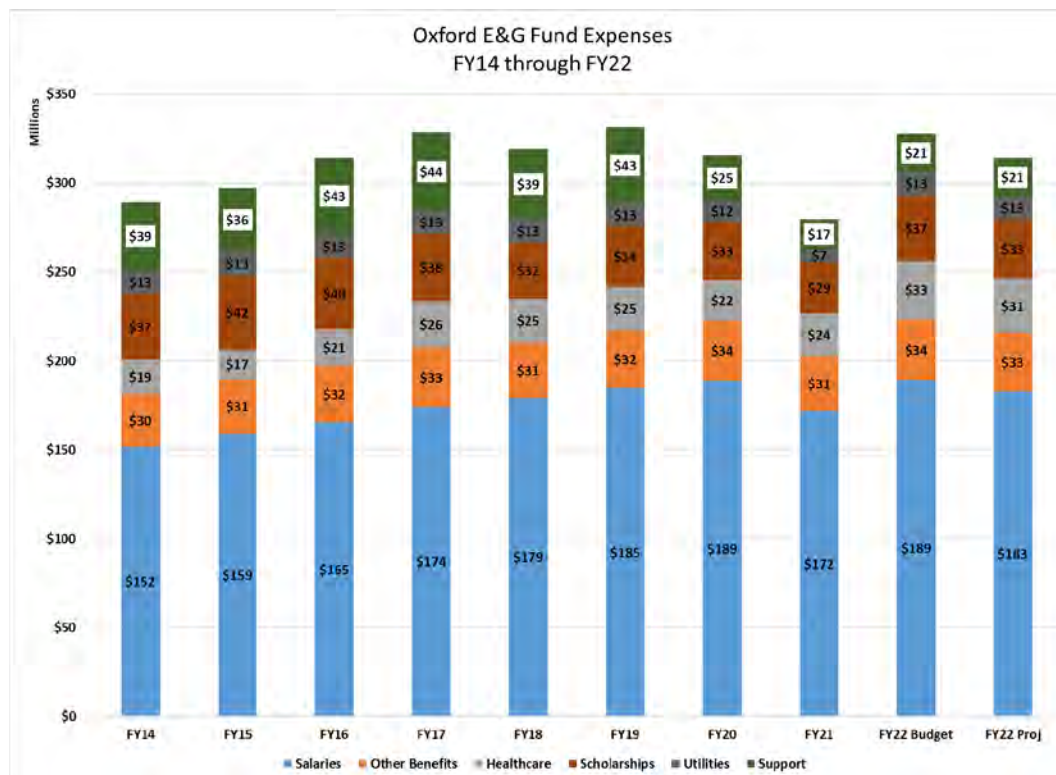
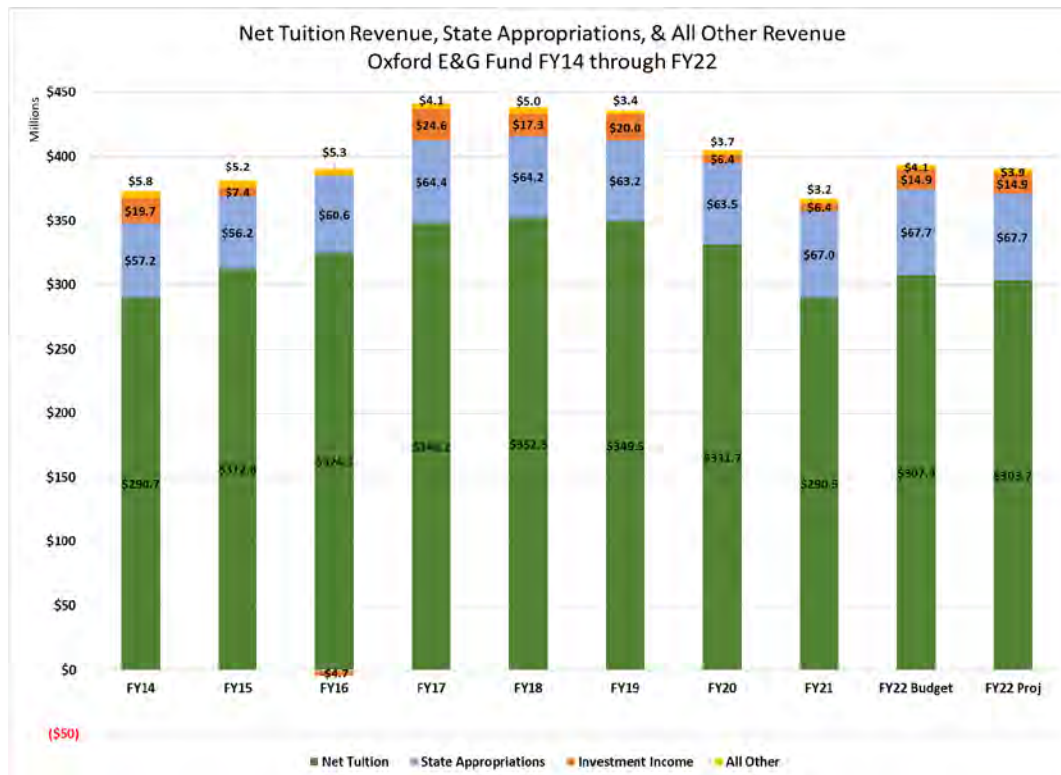
Investment income is shown at the amount budgeted and does not include a forecast for June 30, 2021. As a reminder, any investment income amount above or below the amount budgeted will be allocated to the investment fluctuation reserve.

Other revenue categories are also projected as budgeted.

**Expenditures and Transfers**

Employee salaries and staff benefits are projected to be \$9.7 million below budget. The underspending is attributable to more vacant positions than budgeted. Through the first six months of the fiscal year, health care claims were lower than budgeted due to position vacancy and lower medical claims costs. Healthcare expense for the rest of the year is difficult to estimate due to the volatility of high cost claims. Graduate fee waiver expenses are below budget by \$2.4 million.

The underspending in academic salaries and benefits noted above are carryforward eligible and recorded as an increase in Departmental Budgetary Carryforward.



**HAMILTON & MIDDLETOWN**

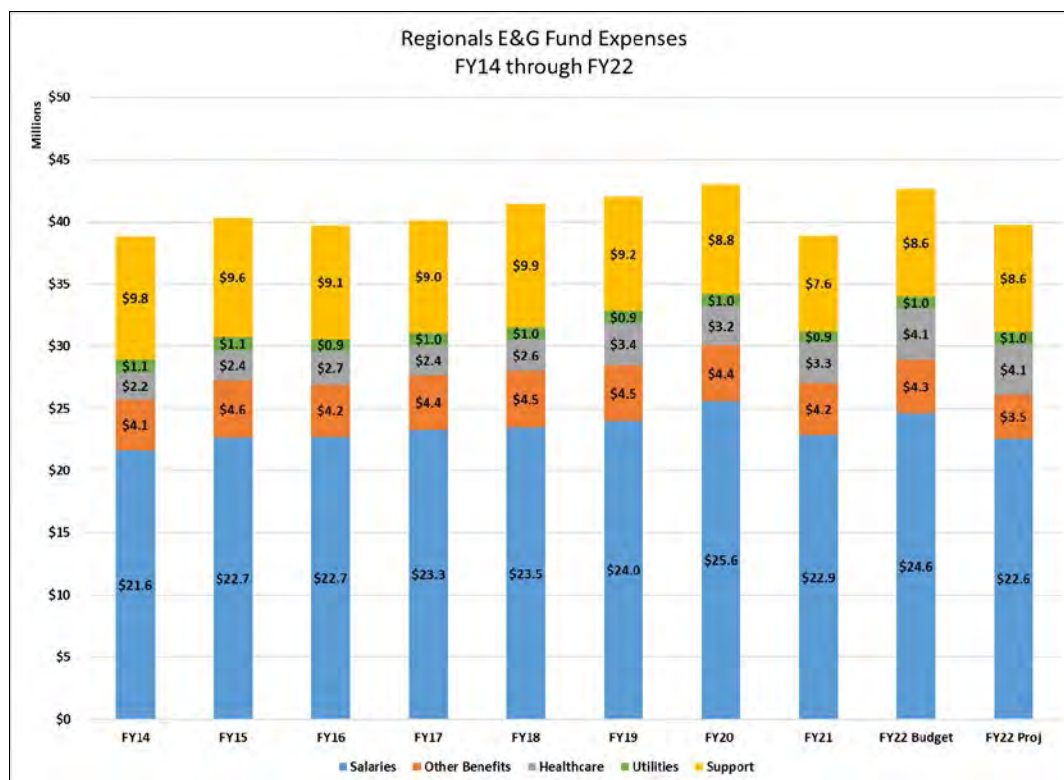
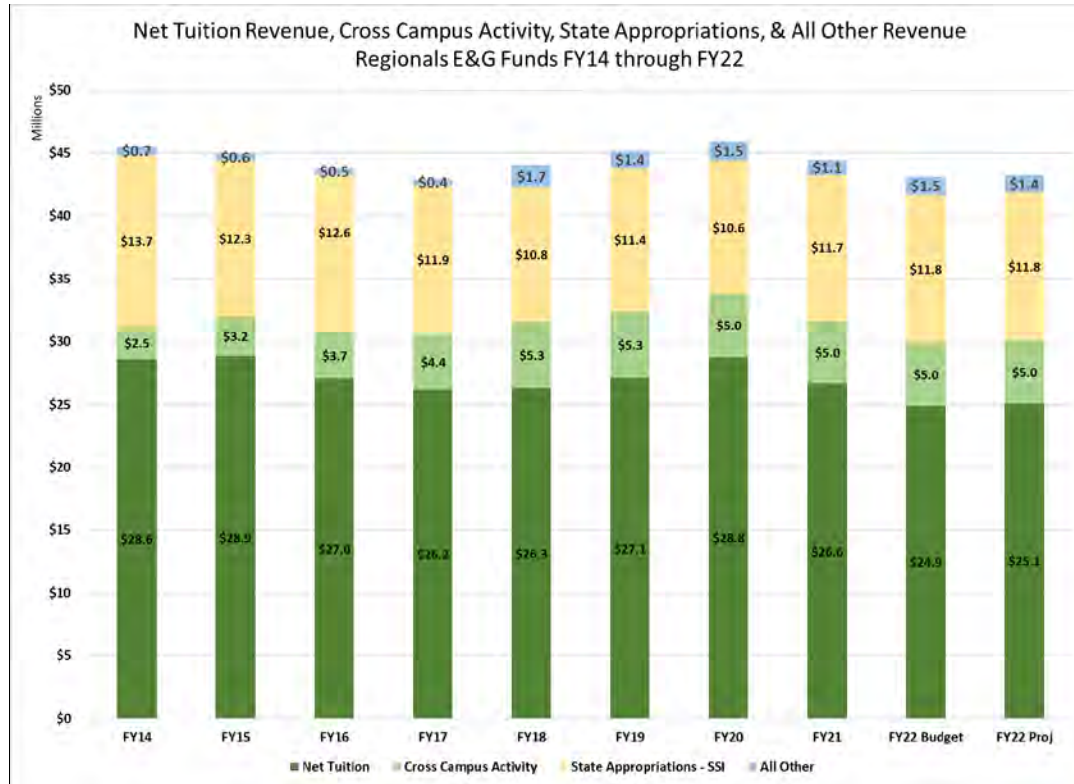
The Hamilton and Middletown campus student fee revenue (instructional, general and out-of-state) is estimated to be \$0.2 million above budget. State subsidy (SSI) reflect the subsidy payment schedule reflecting actual course and degree completions made available by the Ohio Department of Higher Education. The College Credit Plus program is performing slightly below budget for Middletown while Hamilton revenues are projected short of budget based on fall term. Other revenues are on budget.

Expenditures on personnel and benefit costs are \$1.0 million below budget on the Hamilton campus and \$1.8 million below budget on the Middletown campus. The actual performance in these categories has exceeded the underspending assumed in the budget.

Overall, the General Fund for Hamilton is projected to end the fiscal year with a \$0.9 million surplus prior to adjustments. The Middletown campus General Fund is projected to have an operating surplus of \$2.1 million prior to adjustments.

**VOICE OF AMERICA LEARNING CENTER**

The Voice of America Learning Center (VOALC) is projected to end the fiscal year on budget. As in the prior fiscal year, the funding support for the VOALC has been separately displayed for all three campuses and the VOALC. This transfer represents the budgeted financial support from each campus for funding the VOALC administrative operations.



FY2022 Forecast  
**Oxford General Fund Only**  
As of December 31, 2021

	<u>Budget</u>	<u>December End-of-Year Forecast</u>	<u>Budget to Projection</u>
<b>REVENUES:</b>			
Instructional & OOS Surcharge	\$ 396,539,305	\$ 394,028,347	\$ (2,510,958)
Less Cohort Financial Aid Discount	137,369,664	138,003,503	633,839
Net Instructional Fee & Out-of-State Surcharge	259,169,641	256,024,844	(3,144,797)
General	48,131,761	47,694,043	\$ (437,718)
Other Student Revenue	2,596,500	2,163,589	(432,911)
<i>Tuition, Fees and Other Student Charges</i>	<i>309,897,902</i>	<i>305,882,476</i>	<i>(4,015,426)</i>
State Appropriations	67,681,775	67,681,775	\$ -
Investment Income	14,900,000	14,900,000	\$ -
Other Revenue	1,553,360	1,759,325	\$ 205,965
<b>Total Revenues</b>	<b>\$ 394,033,037</b>	<b>\$ 390,223,576</b>	<b>\$ (3,809,460)</b>
<b>EXPENDITURES:</b>			
Salaries	189,257,187	182,816,553	(6,440,634)
Benefits	34,345,813	32,818,961	(1,526,852)
Healthcare Expense	32,613,337	30,876,256	(1,737,082)
Graduate Assistant, Fellowships & Fee Waivers	21,851,377	19,405,234	(2,446,143)
Undergraduate Scholarships & Student Waivers	15,104,400	13,496,983	(1,607,417)
Utilities	13,368,009	13,368,009	-
Departmental Support Expenditures	17,822,624	17,822,624	-
Multi-year Expenditures	3,572,151	3,572,151	-
<b>Total Expenditures</b>	<b>\$ 327,934,898</b>	<b>\$ 314,176,770</b>	<b>\$ (13,758,128)</b>
<b>DEBT SERVICE AND TRANSFERS:</b>			
General Fee	(45,545,893)	(45,108,175)	437,718
Capital, Renewal & Replacement	(6,476,400)	(6,476,400)	-
Debt Service	(14,656,706)	(14,656,706)	-
Support for VOALC (50%)	(415,133)	(415,133)	-
Other Miscellaneous Operational Transfers	(3,827,937)	(3,827,937)	-
Other Transfers (net)	4,833,158	4,833,158	-
<b>Total Debt Service and Transfers</b>	<b>\$ (66,088,911)</b>	<b>\$ (65,651,193)</b>	<b>\$ 437,718</b>
<i>Net Revenues/(Expenditures) Before Adjustments</i>	<i>\$ 9,227</i>	<i>\$ 10,395,613</i>	<i>\$ 10,386,386</i>
<b>ADJUSTMENTS:</b>			
Departmental Budgetary Carryforward		(2,153,965)	(2,153,965)
<b>Net Increase/(Decrease) in Fund Balance</b>	<b>\$ 9,227</b>	<b>\$ 8,241,648</b>	<b>\$ 8,232,421</b>

FY2022 Forecast  
**Hamilton General Fund Only**  
As of December 31, 2021

	<u>Budget</u>	<u>December End-of-Year Forecast</u>	<u>Budget to Projection</u>
<b>REVENUES:</b>			
Instructional & OOS Surcharge - Regional Students	\$ 14,584,177	\$ 14,397,016	\$ (187,161)
Instructional & OOS Surcharge - Cross Campus	4,027,555	4,027,555	-
Less Continuing & New Scholarships	846,806	725,076	(121,730)
Net Instructional Fee & Out-of-State Surcharge	17,764,926	17,699,495	(65,431)
General	900,931	881,765	(19,166)
Other Student Revenue	193,500	193,500	-
<i>Tuition, Fees and Other Student Charges</i>	<i>18,859,357</i>	<i>18,774,760</i>	<i>(84,597)</i>
State Appropriations - SSI	7,487,105	7,487,105	-
State Appropriations - CCP	465,740	396,242	(69,498)
Investment Income	50,000	50,000	-
Other Revenue	79,500	79,500	-
<b>Total Revenues</b>	<b>\$ 26,941,702</b>	<b>\$ 26,787,606</b>	<b>\$ (154,096)</b>
<b>EXPENDITURES:</b>			
Salaries	15,878,464	15,878,464	-
Allowance for Unspent Salaries	(1,113,461)	(1,735,078)	(621,617)
Benefits	3,274,876	3,274,876	-
Allowance for Unspent Benefits	(302,738)	(734,699)	(431,961)
Healthcare Expense	2,345,290	2,345,290	-
Anticipated Benefit Recovery	(91,886)	(91,886)	-
Graduate Assistant Fee Waivers	-	-	-
Utilities	549,000	549,000	-
Departmental Support Expenditures	4,884,510	4,884,510	-
Multi-year Expenditures	-	-	-
<b>Total Expenditures</b>	<b>\$ 25,424,056</b>	<b>\$ 24,370,477</b>	<b>\$ (1,053,578)</b>
<b>DEBT SERVICE AND TRANSFERS:</b>			
General Fee	(235,458)	(216,658)	18,800
Capital, Renewal & Replacement	-	(8,569)	(8,569)
Debt Service	-	-	-
Support for VOALC (25%)	(207,566)	(207,566)	-
Other Transfers Out	(1,074,622)	(1,074,622)	-
Other Transfers In	-	-	-
<b>Total Debt Service and Transfers</b>	<b>\$ (1,517,646)</b>	<b>\$ (1,507,415)</b>	<b>\$ 10,231</b>
<i>Net Revenues/(Expenditures) Before Adjustments</i>	<i>\$ -</i>	<i>\$ 909,715</i>	<i>\$ 909,714</i>
<b>ADJUSTMENTS:</b>			
Departmental Budgetary Carryforward	-	-	-
Divisional Budgetary Carryforward	-	(1,053,578)	(1,053,578)
Strategic Investment Funding - Divisional Carryforward	-	-	-
Reserve for Carry Forward	-	-	-
Transfer from Fund Balance	-	-	-
Reserve for Encumbrances	-	-	-
Reserve for Investment Fluctuations	-	-	-
Reserve for Future Budgets	-	-	-
<b>Net Increase/(Decrease) in Fund Balance</b>	<b>\$ 9</b>	<b>\$ (143,864)</b>	<b>\$ (143,864)</b>

## FY2022 Forecast

## Middletown General Fund Only

As of December 31, 2021

	<u>Budget</u>	<u>December End-of-Year Forecast</u>	<u>Budget to Projection</u>
<b>REVENUES:</b>			
Instructional & OOS Surcharge - Regional Students	\$ 10,756,062	\$ 10,986,380	\$ 230,318
Instructional & OOS Surcharge - Cross Campus	972,445	972,445	-
Less Continuing & New Scholarships	1,043,512	983,248	(60,264)
Net Instructional Fee & Out-of-State Surcharge	10,684,995	10,975,577	290,582
General	556,354	545,119	(11,235)
Other Student Revenue	80,700	80,700	-
<i>Tuition, Fees and Other Student Charges</i>	<i>11,322,049</i>	<i>11,601,395</i>	<i>279,346</i>
State Appropriations - SSI	4,303,612	4,303,612	-
State Appropriations - CCP	538,319	526,233	(12,086)
Investment Income	50,000	50,000	-
Other Revenue	10,402	10,402	-
<b>Total Revenues</b>	<b>\$ 16,224,382</b>	<b>\$ 16,491,642</b>	<b>\$ 267,260</b>
<b>EXPENDITURES:</b>			
Salaries	10,938,655	10,938,655	-
Allowance for Unspent Salaries	(1,126,542)	(2,510,871)	(1,384,329)
Benefits	1,783,786	1,783,786	-
Allowance for Unspent Benefits	(433,719)	(825,460)	(391,741)
Healthcare Expense	1,931,770	1,931,770	-
Anticipated Benefit Recovery	(66,317)	(66,317)	-
Graduate Assistant Fee Waivers	-	-	-
Utilities	393,100	393,100	-
Departmental Support Expenditures	3,474,926	3,474,926	-
Multi-year Expenditures	-	-	-
<b>Total Expenditures</b>	<b>\$ 16,895,658</b>	<b>\$ 15,119,589</b>	<b>\$ (1,776,069)</b>
<b>DEBT SERVICE AND TRANSFERS:</b>			
General Fee	(134,133)	(122,898)	11,235
Capital, Renewal & Replacement	-	-	-
Debt Service	(61,646)	(61,646)	-
Support for VOALC (25%)	(207,567)	(207,567)	-
Other Transfers Out	-	-	-
Other Transfers In	1,074,622	1,074,622	-
<b>Total Debt Service and Transfers</b>	<b>\$ 671,276</b>	<b>\$ 682,511</b>	<b>\$ 11,235</b>
<i>Net Revenues/(Expenditures) Before Adjustments</i>	<i>\$ 0</i>	<i>\$ 2,054,565</i>	<i>\$ 2,054,565</i>
<b>ADJUSTMENTS:</b>			
Departmental Budgetary Carryforward	-	-	-
Divisional Budgetary Carryforward	-	(1,776,069)	(1,776,069)
Strategic Investment Funding - Divisional Carryforward	-	-	-
Reserve for Carry Forward	-	-	-
Transfer from Fund Balance	-	-	-
Reserve for Encumbrances	-	-	-
Reserve for Investment Fluctuations	-	-	-
Reserve for Future Budgets	-	-	-
<b>Net Increase/(Decrease) in Fund Balance</b>	<b>\$ 10</b>	<b>\$ 278,496</b>	<b>\$ 278,496</b>

FY2022 Forecast

## Voice of America Learning Center General Fund Only

As of December 31, 2021

	<u>Budget</u>	<u>December End-of-Year Forecast</u>	<u>Budget to Projection</u>
<b>REVENUES:</b>			
Instructional & OOS Surcharge - Regional Students	\$ -	\$ -	\$ -
Instructional & OOS Surcharge - Cross Campus	-	-	-
Less Continuing & New Scholarships	-	-	-
Net Instructional Fee & Out-of-State Surcharge	-	-	-
General	-	-	-
Other Student Revenue	-	-	-
<i>Tuition, Fees and Other Student Charges</i>	-	-	-
State Appropriations - SSI	-	-	-
State Appropriations - CCP	-	-	-
Investment Income	-	-	-
Other Revenue	-	-	-
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES:</b>			
Salaries	-	-	-
Allowance for Unspent Salaries	-	-	-
Benefits	-	-	-
Allowance for Unspent Benefits	-	-	-
Healthcare Expense	-	-	-
Anticipated Benefit Recovery	-	-	-
Graduate Assistant Fee Waivers	-	-	-
Utilities	32,320	32,320	-
Departmental Support Expenditures	265,718	265,718	-
Multi-year Expenditures	-	-	-
<b>Total Expenditures</b>	<b>\$ 298,038</b>	<b>\$ 298,038</b>	<b>\$ -</b>
<b>DEBT SERVICE AND TRANSFERS:</b>			
General Fee	-	-	-
Capital, Renewal & Replacement	(100,706)	(100,706)	-
Debt Service	(431,521)	(431,521)	-
Support for VOALC	830,265	830,265	-
Other Miscellaneous Operational Transfers	-	-	-
<b>Total Debt Service and Transfers</b>	<b>\$ 298,038</b>	<b>\$ 298,038</b>	<b>\$ -</b>
<i>Net Revenues/(Expenditures) Before Adjustments</i>	<i>\$ 0</i>	<i>\$ 0</i>	<i>\$ -</i>
<b>ADJUSTMENTS:</b>			
Departmental Budgetary Carryforward	-	-	-
Divisional Budgetary Carryforward	-	-	-
Strategic Investment Funding - Divisional Carryforward	-	-	-
Reserve for Carry Forward	-	-	-
Transfer from Fund Balance	-	-	-
Reserve for Encumbrances	-	-	-
Reserve for Investment Fluctuations	-	-	-
Reserve for Future Budgets	-	-	-
<b>Net Increase/(Decrease) in Fund Balance</b>	<b>11 \$ 0</b>	<b>\$ 0</b>	<b>\$ -</b>



# **MIAMI UNIVERSITY** **Financial Analysis by Operational Unit (Oxford Campus)**

	Year End Actual		Budget	Through December 31			% of 22	% Change
	FY2020	FY2021	FY2022	FY2022	FY2021	FY2020	Budget	from 21 YTD
<b><u>College of Arts &amp; Sciences</u></b>								
Salaries	\$55,891,881	\$51,375,701	\$49,499,567	\$24,027,750	\$23,817,570	\$26,338,250	49%	1%
Benefits	\$15,589,669	\$15,308,407	\$16,323,573	\$7,876,556	\$7,806,121	\$8,656,507	48%	1%
Scholarships & Fellowships	\$8,979,044	\$7,986,380	\$9,732,841	\$4,549,733	\$4,017,436	\$5,230,252	47%	13%
Departmental Support Expenses	\$4,044,616	\$2,838,681	\$3,803,426	\$1,386,732	\$1,395,723	\$2,419,772	36%	-1%
<b>College of Arts &amp; Sciences Total</b>	<b>\$84,505,211</b>	<b>\$77,509,169</b>	<b>\$79,359,407</b>	<b>\$37,840,772</b>	<b>\$37,036,849</b>	<b>\$42,644,781</b>	<b>48%</b>	<b>2%</b>
<b><u>College of Education, Health, and Society</u></b>								
Salaries	\$15,259,973	\$13,832,683	\$12,284,605	\$6,679,860	\$6,184,959	\$7,085,836	54%	8%
Benefits	\$4,187,956	\$4,164,181	\$4,243,968	\$2,197,671	\$2,101,571	\$2,333,178	52%	5%
Scholarships & Fellowships	\$1,607,233	\$1,289,780	\$2,023,682	\$1,033,586	\$681,746	\$919,306	51%	52%
Departmental Support Expenses	\$1,356,639	\$614,042	\$1,095,200	\$412,247	\$209,621	\$767,278	38%	97%
<b>College of Education, Health, and Society Total</b>	<b>\$22,411,801</b>	<b>\$19,900,686</b>	<b>\$19,647,455</b>	<b>\$10,323,365</b>	<b>\$9,177,896</b>	<b>\$11,105,597</b>	<b>53%</b>	<b>12%</b>
<b><u>College of Engineering and Computing</u></b>								
Salaries	\$9,995,928	\$9,707,579	\$8,824,276	\$4,796,295	\$4,478,014	\$4,759,808	54%	7%
Benefits	\$2,941,617	\$3,090,248	\$3,136,270	\$1,671,096	\$1,609,210	\$1,660,613	53%	4%
Scholarships & Fellowships	\$747,905	\$497,166	\$1,007,760	\$387,959	\$250,437	\$448,637	38%	55%
Departmental Support Expenses	\$1,186,321	\$457,566	\$1,275,119	\$265,552	\$176,652	\$866,727	21%	50%
<b>College of Engineering and Computing Total</b>	<b>\$14,871,771</b>	<b>\$13,752,559</b>	<b>\$14,243,424</b>	<b>\$7,120,902</b>	<b>\$6,514,313</b>	<b>\$7,735,785</b>	<b>50%</b>	<b>9%</b>
<b><u>Farmer School of Business</u></b>								
Salaries	\$22,207,061	\$20,588,109	\$17,402,972	\$10,164,038	\$9,428,087	\$10,446,629	58%	8%
Benefits	\$6,603,882	\$6,577,227	\$6,655,336	\$3,723,756	\$3,506,613	\$3,785,965	56%	6%
Scholarships & Fellowships	\$447,389	\$376,905	\$609,960	\$124,775	\$215,353	\$258,531	20%	-42%
Departmental Support Expenses	\$1,724,073	\$196,323	\$6,000	\$60,037	\$179,195	\$981,690	1001%	-66%
<b>Farmer School of Business Total</b>	<b>\$30,982,405</b>	<b>\$27,738,563</b>	<b>\$24,674,269</b>	<b>\$14,072,605</b>	<b>\$13,329,247</b>	<b>\$15,472,815</b>	<b>57%</b>	<b>6%</b>
<b><u>College of Creative Arts</u></b>								
Salaries	\$11,396,366	\$10,970,517	\$9,246,361	\$5,139,115	\$5,057,995	\$5,291,543	56%	2%
Benefits	\$3,289,314	\$3,470,200	\$3,355,493	\$1,803,437	\$1,766,088	\$1,817,114	54%	2%
Scholarships & Fellowships	\$1,587,431	\$1,288,719	\$1,352,520	\$550,986	\$662,001	\$869,846	41%	-17%
Departmental Support Expenses	\$1,226,749	\$419,348	\$721,057	\$453,350	\$210,095	\$796,751	63%	116%
<b>College of Creative Arts Total</b>	<b>\$17,499,860</b>	<b>\$16,148,784</b>	<b>\$14,675,431</b>	<b>\$7,946,888</b>	<b>\$7,696,179</b>	<b>\$8,775,255</b>	<b>54%</b>	<b>3%</b>
<b><u>Dolibois European Center - Luxemburg</u></b>								
Salaries	\$1,046,219	\$952,161	\$1,339,910	\$535,386	\$486,806	\$538,000	40%	10%
Benefits	\$172,318	\$137,624	\$458,352	\$81,671	\$72,775	\$83,260	18%	12%
Scholarships & Fellowships	\$0	\$0	\$0	\$0	\$0	\$0	0%	0%
Departmental Support Expenses	\$296,127	\$179,092	\$191,404	\$95,960	\$118,689	\$135,762	50%	-19%
<b>Dolibois European Center - Luxemburg Total</b>	<b>\$1,514,664</b>	<b>\$1,268,877</b>	<b>\$1,989,666</b>	<b>\$713,016</b>	<b>\$678,270</b>	<b>\$757,022</b>	<b>36%</b>	<b>5%</b>

# **MIAMI UNIVERSITY** **Financial Analysis by Operational Unit (Oxford Campus)**

	Year End Actual		Budget	Through December 31			% of 22	% Change
	FY2020	FY2021	FY2022	FY2022	FY2021	FY2020	Budget	from 21 YTD
<b><u>Graduate School</u></b>								
Salaries	\$3,203,113	\$2,980,540	\$3,085,798	\$1,164,209	\$1,520,863	\$1,533,916	38%	-23%
Benefits	\$665,493	\$652,482	\$714,679	\$332,374	\$405,844	\$404,177	47%	-18%
Scholarships & Fellowships	\$5,035,621	\$3,887,442	\$4,944,165	\$6,859,642	\$6,416,240	\$7,971,429	139%	7%
Departmental Support Expenses	\$255,660	\$195,052	\$690,496	\$45,168	\$114,623	\$115,141	7%	-61%
<b>Graduate School Total</b>	<b>\$9,159,887</b>	<b>\$7,715,517</b>	<b>\$9,435,138</b>	<b>\$8,401,393</b>	<b>\$8,457,569</b>	<b>\$10,024,663</b>	<b>89%</b>	<b>-1%</b>
<b><u>Other Provost Departments</u></b>								
Salaries	\$10,172,603	\$10,523,860	\$23,781,359	\$5,525,813	\$4,941,431	\$4,931,421	23%	12%
Benefits	\$3,433,458	\$3,958,012	\$7,705,531	\$2,142,805	\$1,988,902	\$1,880,827	28%	8%
Scholarships & Fellowships	\$749,617	\$194,581	\$1,183,426	\$1,024,295	\$118,015	\$1,037,935	87%	768%
Departmental Support Expenses	\$7,543,879	\$6,143,067	\$6,446,911	\$5,095,907	\$4,142,559	\$5,225,720	79%	23%
<b>Other Provost Departments Total</b>	<b>\$21,899,557</b>	<b>\$20,819,519</b>	<b>\$39,117,227</b>	<b>\$13,788,820</b>	<b>\$11,190,907</b>	<b>\$13,075,904</b>	<b>35%</b>	<b>23%</b>
<b><u>Academic Affairs</u></b>								
Salaries	\$129,173,142	\$120,931,150	\$125,464,848	\$58,032,465	\$55,915,723	\$60,925,403	46%	4%
Benefits	\$36,883,708	\$37,358,381	\$42,593,201	\$19,829,365	\$19,257,123	\$20,621,640	47%	3%
Scholarships & Fellowships	\$19,154,242	\$15,520,973	\$20,854,353	\$14,530,977	\$12,361,227	\$16,735,938	70%	18%
Departmental Support Expenses	\$17,634,063	\$11,043,170	\$14,229,613	\$7,814,952	\$6,547,156	\$11,308,841	55%	19%
<b>Academic Affairs Total</b>	<b>\$202,845,156</b>	<b>\$184,853,674</b>	<b>\$203,142,015</b>	<b>\$100,207,760</b>	<b>\$94,081,229</b>	<b>\$109,591,822</b>	<b>49%</b>	<b>7%</b>
<b><u>Physical Facilities</u></b>								
Salaries	\$15,119,169	\$13,283,604	\$15,293,173	\$6,703,833	\$6,333,813	\$7,552,797	44%	6%
Benefits	\$4,992,730	\$4,707,871	\$5,866,661	\$2,570,353	\$2,504,562	\$2,891,667	44%	3%
Scholarships & Fellowships	\$0	\$0	\$0	\$0	\$0	\$0	0%	0%
Departmental Support Expenses	(\$4,807,333)	(\$4,552,450)	(\$3,707,158)	(\$2,081,562)	(\$2,175,739)	(\$2,555,819)	56%	-4%
<b>Physical Facilities Total</b>	<b>\$15,304,567</b>	<b>\$13,439,024</b>	<b>\$17,452,676</b>	<b>\$7,192,624</b>	<b>\$6,662,636</b>	<b>\$7,888,645</b>	<b>41%</b>	<b>8%</b>
<b><u>Other Finance &amp; Business Services Departments</u></b>								
Salaries	\$10,009,582	\$6,275,729	\$8,990,876	\$4,402,032	\$1,773,942	\$4,851,764	49%	148%
Benefits	\$3,281,065	\$2,111,817	\$3,444,793	\$1,671,966	\$741,174	\$1,850,204	49%	126%
Scholarships & Fellowships	\$0	\$0	\$0	\$0	\$0	\$0	0%	0%
Departmental Support Expenses	\$1,045,709	\$1,157,106	\$1,865,984	\$1,840,668	\$942,393	\$2,131,196	99%	95%
<b>Other Finance &amp; Business Services Departments Total</b>	<b>\$14,336,356</b>	<b>\$9,544,652</b>	<b>\$14,301,653</b>	<b>\$7,914,666</b>	<b>\$3,457,509</b>	<b>\$8,833,164</b>	<b>55%</b>	<b>129%</b>
<b><u>Enrollment Management &amp; Student Success</u></b>								
Salaries	\$7,560,348	\$6,706,625	\$7,737,165	\$3,413,699	\$3,363,403	\$3,972,933	44%	1%
Benefits	\$2,402,802	\$2,304,792	\$2,972,860	\$1,305,140	\$1,288,753	\$1,514,002	44%	1%
Scholarships & Fellowships	\$114,162,155	\$143,809,468	\$152,923,129	\$79,075,608	\$81,649,203	\$59,913,248	52%	-3%
Departmental Support Expenses	\$4,187,763	\$3,182,372	\$4,481,109	\$2,702,139	\$2,303,517	\$2,566,223	60%	17%
<b>Enrollment Management &amp; Student Success Total</b>	<b>\$128,313,068</b>	<b>\$156,003,257</b>	<b>\$168,114,263</b>	<b>\$86,496,587</b>	<b>\$88,604,877</b>	<b>\$67,966,406</b>	<b>51%</b>	<b>-2%</b>

# **MIAMI UNIVERSITY** **Financial Analysis by Operational Unit (Oxford Campus)**

	Year End Actual		Budget	Through December 31			% of 22	% Change
	FY2020	FY2021	FY2022	FY2022	FY2021	FY2020	Budget	from 21 YTD
<b><u>President</u></b>								
Salaries	\$5,200,749	\$4,880,309	\$5,430,241	\$2,758,376	\$2,247,265	\$2,638,961	51%	23%
Benefits	\$1,636,849	\$1,795,397	\$2,082,217	\$1,057,575	\$930,715	\$1,012,280	51%	14%
Scholarships & Fellowships	\$1,414	\$1,000	\$0	\$578	\$0	\$339	0%	0%
Departmental Support Expenses	\$3,339,154	\$3,053,059	\$3,218,229	\$1,992,331	\$1,222,044	\$1,932,737	62%	63%
<b>President Total</b>	<b>\$10,178,167</b>	<b>\$9,729,765</b>	<b>\$10,730,687</b>	<b>\$5,808,859</b>	<b>\$4,400,024</b>	<b>\$5,584,317</b>	<b>54%</b>	<b>32%</b>
<b><u>Student Life</u></b>								
Salaries	\$6,271,099	\$5,278,479	\$6,590,238	\$3,064,281	\$2,424,308	\$3,139,829	46%	26%
Benefits	\$2,012,199	\$1,782,238	\$2,415,849	\$1,133,636	\$905,892	\$1,153,645	47%	25%
Scholarships & Fellowships	\$519,003	\$484,222	\$547,959	\$204,060	\$269,013	\$283,178	37%	-24%
Departmental Support Expenses	(\$1,027,728)	(\$3,047,131)	(\$1,866,289)	(\$1,080,611)	(\$1,810,009)	(\$1,105,628)	58%	-40%
<b>Student Life Total</b>	<b>\$7,774,573</b>	<b>\$4,497,807</b>	<b>\$7,687,757</b>	<b>\$3,321,367</b>	<b>\$1,789,204</b>	<b>\$3,471,024</b>	<b>43%</b>	<b>86%</b>
<b><u>University Advancement</u></b>								
Salaries	\$8,001,604	\$7,849,003	\$7,969,381	\$3,629,875	\$3,882,888	\$3,709,095	46%	-7%
Benefits	\$2,897,276	\$2,667,423	\$3,067,595	\$1,391,991	\$1,480,572	\$1,416,790	45%	-6%
Scholarships & Fellowships	\$0	\$14,596	\$0	\$28,295	\$12,879	\$0	0%	120%
Departmental Support Expenses	\$691,518	\$842,009	\$960,083	\$472,097	\$352,157	\$384,464	49%	34%
<b>University Advancement Total</b>	<b>\$11,590,398</b>	<b>\$11,373,031</b>	<b>\$11,997,060</b>	<b>\$5,522,258</b>	<b>\$5,728,496</b>	<b>\$5,510,350</b>	<b>46%</b>	<b>-4%</b>
<b><u>Information Technology</u></b>								
Salaries	\$7,479,849	\$6,482,427	\$9,093,500	\$3,638,044	\$3,451,403	\$3,780,745	40%	5%
Benefits	\$2,414,192	\$2,325,904	\$3,500,997	\$1,395,399	\$1,328,235	\$1,452,176	40%	5%
Scholarships & Fellowships	\$0	\$0	\$0	\$0	\$0	\$0	0%	0%
Departmental Support Expenses	\$1,510,629	\$2,045,366	\$1,690,520	\$1,266,117	\$1,865,349	\$2,682,591	75%	-32%
<b>Information Technology Total</b>	<b>\$11,404,671</b>	<b>\$10,853,697</b>	<b>\$14,285,016</b>	<b>\$6,299,560</b>	<b>\$6,644,987</b>	<b>\$7,915,512</b>	<b>44%</b>	<b>-5%</b>
<b><u>Centrally Budgeted Funds</u></b>								
Departmental Support Expenses	\$2,603,886	\$2,711,913	\$10,602,360	\$2,549,417	\$2,130,543	\$2,207,524	24%	20%
<b><u>Grand Total</u></b>								
Salaries	\$188,815,544	\$171,707,223	\$189,257,187	\$85,645,777	\$79,402,929	\$90,571,527	45%	8%
Benefits	\$56,522,323	\$55,089,611	\$66,959,151	\$30,380,952	\$28,451,716	\$31,924,406	45%	7%
Scholarships & Fellowships	\$133,836,814	\$159,830,259	\$174,325,441	\$93,839,518	\$94,292,322	\$76,932,703	54%	0%
Utilities	\$11,964,769	\$11,741,296	\$13,344,175	\$6,496,710	\$5,244,415	\$4,981,045	49%	24%
Departmental Support Expenses	\$25,176,160	\$16,379,729	\$27,771,709	\$15,446,850	\$11,352,538	\$19,540,127	56%	36%
Admin Service Charge	(\$10,286,434)	(\$3,170,690)	(\$9,925,251)	(\$4,943,684)	(\$1,572,847)	(\$5,130,721)	50%	214%
Multi Year Accounts	\$3,091,466	\$769,122	\$3,572,151	\$1,082,852	(\$31,697)	\$1,422,833	30%	-3516%
<b>Total Expenses</b>	<b>\$409,120,642</b>	<b>\$412,346,549</b>	<b>\$465,304,562</b>	<b>\$227,948,975</b>	<b>\$217,139,376</b>	<b>\$220,241,919</b>	<b>49%</b>	<b>5%</b>

**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2022/FY2021/FY2020**

	<b>FY2020 Actual</b>	<b>FY2021 Actual</b>	<b>FY2022 Budget</b>	<b>Through December YTD</b>			<b>FY22 Budget to Actual</b>	<b>% of '22 Budget</b>	<b>% Change from '21 YTD</b>
				<b>FY2022</b>	<b>FY2021</b>	<b>FY2020</b>			
<b><u>Residence &amp; Dining Halls</u></b>									
Revenue	98,070,581	60,963,849	118,980,246	100,677,169	47,823,418	123,067,376	(18,303,077)	85%	52%
General Fee Support	-	-	-	-	-	-	-	0%	0%
Total Sources	98,070,581	60,963,849	118,980,246	100,677,169	47,823,418	123,067,376	(18,303,077)	85%	52%
Salary	15,037,925	12,106,863	17,252,545	6,807,506	5,606,593	7,798,635	(10,445,039)	39%	18%
Benefits	4,590,552	3,923,349	5,815,076	2,358,901	2,080,148	2,641,265	(3,456,175)	41%	12%
Utilities	6,078,811	5,668,749	7,166,175	3,321,903	2,562,282	2,692,099	(3,844,272)	46%	23%
Charge Outs	(396,641)	(286,360)	(427,328)	(318,163)	-	(396,641)	109,165	74%	100%
Operating Expenses	32,550,106	21,953,068	37,716,263	18,290,163	10,497,664	19,027,684	(19,426,100)	48%	43%
Inventory Purchases	3,284,275	2,008,633	4,610,065	2,162,561	622,517	2,318,403	(2,447,504)	47%	71%
Debt Service	41,870,643	38,730,990	39,956,353	20,211,344	20,397,003	24,678,452	(19,745,009)	51%	-1%
Total Uses	103,015,671	84,105,292	112,089,149	52,834,215	41,766,207	58,759,897	(59,254,934)	47%	21%
Net Before Non-Mandatory Transfers	(4,945,090)	(23,141,443)	6,891,097	47,842,954	6,057,211	64,307,479	40,951,857	694%	87%
Net Transfers	22,160	(428,273)	2,770	(25,765)	(693,666)	-	(28,535)	-930%	-2592%
CR&R Transfers	4,668,787	(340,128)	(6,893,867)	(3,420,340)	(82,262)	(8,275,014)	3,473,527	50%	98%
Net Total	(254,143)	(23,909,844)	-	44,396,849	5,281,283	56,032,465	44,396,849		88%
<b><u>Shriver Center</u></b>									
Revenue	7,750,701	5,712,089	6,099,400	3,798,869	3,405,337	5,010,933	(2,300,531)	62%	10%
General Fee Support	952,132	507,855	796,526	398,263	287,789	476,065	(398,263)	50%	28%
Total Sources	8,702,833	6,219,944	6,895,926	4,197,132	3,693,126	5,486,998	(2,698,794)	61%	12%
Salary	1,489,693	1,188,131	1,055,778	413,341	608,118	778,730	(642,437)	39%	-47%
Benefits	305,879	339,025	353,419	150,464	224,990	233,022	(202,955)	43%	-50%
Utilities	206,051	154,167	216,961	116,626	128,285	65,177	(100,335)	54%	-10%
Charge Outs	(1,022,695)	(471,059)	(631,987)	(502,499)	(440,648)	(477,180)	129,488	80%	12%
Operating Expenses	1,071,580	826,716	514,647	393,061	482,144	648,121	(121,586)	76%	-23%
Inventory Purchases	6,848,011	4,865,900	4,538,500	2,838,439	2,256,672	4,280,004	(1,700,061)	63%	20%
Debt Service	46,815	44,248	45,784	23,007	23,468	23,568	(22,777)	50%	-2%
Total Uses	8,945,334	6,947,128	6,093,102	3,432,439	3,283,029	5,551,442	(2,660,663)	56%	4%
Net Before Non-Mandatory Transfers	(242,501)	(727,184)	802,824	764,693	410,098	(64,444)	(38,131)	95%	46%
Net Transfers	129,213	222,604	201,385	195,772	100,000	194,926	(5,613)	97%	49%
CR&R Transfers	(66,970)	(406,029)	(1,004,209)	(509,603)	(203,015)	(383,237)	494,606	51%	60%
Net Total	(113,288)	(910,609)	-	450,862	307,083	(252,755)	450,862		32%

**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2022/FY2021/FY2020**

	FY2020 Actual	FY2021 Actual	FY2022 Budget	Through December YTD			FY22 Budget to Actual	% of '22 Budget	% Change from '21 YTD
				FY2022	FY2021	FY2020			
<b><u>Marcum Conference Center</u></b>									
Revenue	936,799	59,587	1,284,852	602,844	-	742,572	(682,008)	47%	100%
General Fee Support	-	-	-	-	-	-	-	0%	0%
Total Sources	936,799	59,587	1,284,852	602,844	-	742,572	(682,008)	47%	100%
Salary	281,752	119,322	316,464	115,655	-	166,340	(200,809)	37%	100%
Benefits	59,288	42,800	92,365	37,939	-	48,607	(54,426)	41%	100%
Utilities	139,059	123,699	159,825	79,304	56,478	57,162	(80,521)	50%	29%
Charge Outs	(44)	-	-	-	-	-	-	0%	0%
Operating Expenses	507,648	188,490	705,105	251,020	37,778	269,037	(454,085)	36%	85%
Inventory Purchases	9,550	2,524	3,500	4,429	252	7,316	929	127%	94%
Debt Service	-	-	-	-	-	-	-	0%	0%
Total Uses	997,253	476,835	1,277,259	488,347	94,508	548,462	(788,912)	38%	81%
Net Before Non-Mandatory Transfers	(60,454)	(417,248)	7,593	114,497	(94,508)	194,110	106,904	1508%	183%
Net Transfers	-	(1,715)	-	2,306	(3,023)	-	2,306	0%	231%
CR&R Transfers	(4,801)	-	(7,593)	(3,797)	-	(145,104)	3,796	50%	100%
Net Total	(65,255)	(418,963)	-	113,006	(97,531)	49,006	113,006		186%
<b><u>Intercollegiate Athletics</u></b>									
Revenue	7,139,225	3,222,302	7,235,743	2,312,381	104,582	1,295,393	(4,923,362)	32%	95%
General Fee Support	19,444,018	11,064,469	16,858,134	8,434,811	6,269,917	9,546,659	(8,423,323)	50%	26%
Designated Revenue	1,046,948	-	765,100	292,687	14,274	553,915	(472,413)	38%	95%
Restricted Revenue	3,575,517	-	2,211,770	652,803	297,486	1,871,073	(1,558,967)	30%	54%
Total Sources	31,205,708	14,286,771	27,070,747	11,692,682	6,686,259	13,267,040	(15,378,065)	43%	43%
Salary	9,519,506	7,861,215	8,451,609	4,482,688	3,913,941	4,984,538	(3,968,921)	53%	13%
Benefits	2,972,743	2,589,050	2,724,024	1,656,401	1,463,287	1,802,416	(1,067,623)	61%	12%
Utilities	421	157	2,500	254	34	44	(2,246)	10%	87%
Charge Outs	(138,623)	(39,531)	-	-	-	(33,701)	-	0%	0%
Operating Expenses	13,650,878	9,658,935	13,093,030	7,783,046	5,997,508	8,708,530	(5,309,984)	59%	23%
Inventory Purchases	-	10	-	-	-	-	-	0%	0%
Debt Service	-	-	-	-	-	-	-	0%	0%
Designated Expense	1,353,878	-	765,100	49,698	51,572	682,350	(715,402)	6%	-4%
Restricted Expense	2,549,791	-	2,211,770	315,615	451,057	1,018,058	(1,896,155)	14%	-43%
Total Uses	29,908,594	20,069,836	27,248,033	14,287,702	11,877,399	17,162,235	(12,960,331)	52%	17%
Net Before Non-Mandatory Transfers	1,297,114	(5,783,065)	(177,286)	(2,595,020)	(5,191,140)	(3,895,195)	(2,417,734)	1464%	-100%
Net Transfers	(47,177)	107,065	177,286	(49,403)	(602,460)	(19,927)	(226,689)	-28%	-1119%
CR&R Transfers	-	-	-	-	-	(7,500)	-	0%	0%
Net Total	1,249,937	(5,676,000)	-	(2,644,423)	(5,793,600)	(3,922,622)	(2,644,423)		-119%

**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2022/FY2021/FY2020**

	<b>FY2020 Actual</b>	<b>FY2021 Actual</b>	<b>FY2022 Budget</b>	<b>Through December YTD</b>			<b>FY22 Budget to Actual</b>	<b>% of '22 Budget</b>	<b>% Change from '21 YTD</b>
				<b>FY2022</b>	<b>FY2021</b>	<b>FY2020</b>			
<b><u>Recreation Center</u></b>									
Revenue	2,177,662	1,123,771	2,322,255	1,138,560	471,470	1,498,909	(1,183,695)	49%	59%
General Fee Support	3,881,561	2,061,328	3,199,744	1,599,871	1,168,097	1,940,779	(1,599,873)	50%	27%
Total Sources	6,059,223	3,185,099	5,521,999	2,738,431	1,639,567	3,439,688	(2,783,568)	50%	40%
Salary	2,037,936	1,562,466	1,908,669	794,165	759,630	1,187,022	(1,114,504)	42%	4%
Benefits	453,877	396,559	486,285	223,958	241,233	301,371	(262,327)	46%	-8%
Utilities	690,884	676,124	753,271	382,224	313,833	294,688	(371,047)	51%	18%
Charge Outs	(862)	(1,928)	-	(11,805)	-	(862)	(11,805)	0%	100%
Operating Expenses	1,565,031	1,196,799	1,622,526	908,393	787,177	909,904	(714,133)	56%	13%
Inventory Purchases	165,717	90,797	187,800	79,185	36,979	105,015	(108,615)	42%	53%
Debt Service	-	-	-	-	-	-	-	0%	0%
Total Uses	4,912,583	3,920,817	4,958,551	2,376,120	2,138,852	2,797,138	(2,582,431)	48%	10%
Net Before Non-Mandatory Transfers	1,146,640	(735,718)	563,448	362,311	(499,285)	642,550	(201,137)	64%	238%
Net Transfers	(45,867)	(30,989)	84,000	(33,706)	(34,937)	(25,001)	(117,706)	-40%	-4%
CR&R Transfers	(1,098,593)	333,670	(647,448)	(323,672)	168,911	(556,970)	323,776	50%	152%
Net Total	2,180	(433,037)	-	4,933	(365,311)	60,579	4,933		7505%
<b><u>Goggin Ice Arena</u></b>									
Revenue	1,692,968	1,174,260	1,696,500	982,912	471,623	1,098,535	(713,588)	58%	52%
General Fee Support	4,437,263	3,287,969	4,242,278	2,121,139	1,740,342	2,218,632	(2,121,139)	50%	18%
Total Sources	6,130,231	4,462,229	5,938,778	3,104,051	2,211,965	3,317,167	(2,834,727)	52%	29%
Salary	1,027,866	929,815	907,830	511,915	440,971	566,317	(395,915)	56%	14%
Benefits	289,706	292,606	283,857	170,595	156,694	176,658	(113,262)	60%	8%
Utilities	889,442	824,789	898,573	499,349	398,654	401,791	(399,224)	56%	20%
Charge Outs	-	(83,711)	-	(74,504)	(11,111)	-	(74,504)	0%	85%
Operating Expenses	721,265	670,179	859,534	406,257	377,326	390,427	(453,277)	47%	7%
Inventory Purchases	183,442	64,882	185,000	80,570	27,007	121,940	(104,430)	44%	66%
Debt Service	1,839,991	1,836,458	1,822,954	924,112	924,366	922,924	(898,842)	51%	0%
Total Uses	4,951,712	4,535,018	4,957,748	2,518,294	2,313,907	2,580,057	(2,439,454)	51%	8%
Net Before Non-Mandatory Transfers	1,178,519	(72,789)	981,030	585,757	(101,942)	737,110	(395,273)	60%	117%
Net Transfers	22,860	(37,147)	22,000	(26,923)	(28,049)	45,089	(48,923)	-122%	-4%
CR&R Transfers	(975,067)	3,601	(1,003,030)	(501,516)	-	(487,804)	501,514	50%	100%
Net Total	226,312	(106,335)	-	57,318	(129,991)	294,395	57,318		327%

**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2022/FY2021/FY2020**

	<b>FY2020 Actual</b>	<b>FY2021 Actual</b>	<b>FY2022 Budget</b>	<b>Through December YTD</b>			<b>FY22 Budget to Actual</b>	<b>% of '22 Budget</b>	<b>% Change from '21 YTD</b>
				<b>FY2022</b>	<b>FY2021</b>	<b>FY2020</b>			
<b><u>Student Health Services</u></b>									
Revenue	2,361,974	236,234	-	-	-	1,646,078	-	0%	0%
General Fee Support	-	-	-	-	-	-	-	0%	0%
Total Sources	2,361,974	236,234	-	-	-	1,646,078	-	0%	0%
Salary	437,215	(36,156)	-	-	151	227,622	-	0%	0%
Benefits	127,689	(53,863)	-	-	11,111	84,428	-	0%	0%
Utilities	790	-	-	-	-	434	-	0%	0%
Charge Outs	-	-	-	-	-	-	-	0%	0%
Operating Expenses	1,860,722	478,951	-	-	115,068	826,171	-	0%	0%
Inventory Purchases	8,270	20,706	-	-	-	-	-	0%	0%
Debt Service	-	-	-	-	-	-	-	0%	0%
Total Uses	2,434,686	409,638	-	-	126,330	1,138,655	-	0%	0%
Net Before Non-Mandatory Transfers	(72,712)	(173,404)	-	-	(126,330)	507,423	-	0%	0%
Net Transfers	-	-	-	-	-	-	-	0%	0%
CR&R Transfers	72,712	-	-	-	-	-	-	0%	0%
Net Total	-	(173,404)	-	-	(126,330)	507,423	-	0%	0%
<b><u>Transportation Services</u></b>									
Revenue	1,825,233	927,108	2,297,000	1,565,826	391,096	1,442,581	(731,174)	68%	75%
General Fee Support	2,657,207	2,164,773	2,658,198	1,329,101	1,124,454	1,328,605	(1,329,097)	50%	15%
Total Sources	4,482,440	3,091,881	4,955,198	2,894,927	1,515,550	2,771,186	(2,060,271)	58%	48%
Salary	196,764	188,841	266,049	81,492	86,561	93,197	(184,557)	31%	-6%
Benefits	62,157	66,021	84,814	31,374	33,413	34,939	(53,440)	37%	-6%
Utilities	-	-	-	-	-	-	-	0%	0%
Charge Outs	(54,931)	(33,734)	(20,000)	(35,190)	(27,853)	(51,219)	(15,190)	176%	21%
Operating Expenses	1,725,475	2,236,414	2,693,922	1,062,121	1,161,869	1,005,865	(1,631,801)	39%	-9%
Inventory Purchases	-	-	-	-	-	-	-	0%	0%
Debt Service	1,532,588	1,530,698	1,534,597	770,686	769,896	769,176	(763,911)	50%	0%
Total Uses	3,462,053	3,988,240	4,559,382	1,910,483	2,023,886	1,851,958	(2,648,899)	42%	-6%
Net Before Non-Mandatory Transfers	1,020,387	(896,359)	395,816	984,444	(508,336)	919,228	588,628	249%	152%
Net Transfers	545,666	525,382	550,000	260,383	264,099	272,836	(289,617)	47%	-1%
CR&R Transfers	(1,034,463)	7,299	(945,816)	(472,908)	-	(516,436)	472,908	50%	100%
Net Total	531,590	(363,678)	-	771,919	(244,237)	675,628	771,919	132%	

**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2022/FY2021/FY2020**

	<b>FY2020 Actual</b>	<b>FY2021 Actual</b>	<b>FY2022 Budget</b>	<b>Through December YTD</b>			<b>FY22 Budget to Actual</b>	<b>% of '22 Budget</b>	<b>% Change from '21 YTD</b>
	<b>FY2022</b>	<b>FY2021</b>	<b>FY2020</b>						
<b><u>Utility Enterprise</u></b>									
Revenue	-	-	-	-	-	-	-	0%	0%
General Fee Support	-	-	-	-	-	-	-	0%	0%
<b>Total Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
Salary	1,613,976	1,167,980	1,781,819	602,104	566,779	750,963	(1,179,715)	34%	6%
Benefits	529,970	406,068	674,532	231,627	221,336	288,297	(442,905)	34%	4%
Utilities	7,705,547	6,906,737	10,362,694	4,869,613	2,960,410	4,193,406	(5,493,081)	47%	39%
Charge Outs	-	(6,273)	(38,000)	(24,800)	-	(549)	13,200	65%	100%
Expense Recovery	(21,393,614)	(20,310,191)	(23,620,943)	(11,737,722)	(9,397,919)	(9,349,243)	11,883,221	50%	20%
Operating Expenses	1,367,018	1,876,619	1,911,075	579,272	1,049,580	522,094	(1,331,803)	30%	-81%
Inventory Purchases	-	897	-	1,297	668	-	1,297	0%	48%
Debt Service	2,309,864	2,257,382	2,304,382	1,156,619	1,159,298	1,161,727	(1,147,763)	50%	0%
<b>Total Uses</b>	<b>(7,867,239)</b>	<b>(7,700,781)</b>	<b>(6,624,441)</b>	<b>(4,321,990)</b>	<b>(3,439,848)</b>	<b>(2,433,305)</b>	<b>2,302,451</b>	<b>65%</b>	<b>20%</b>
<b>Net Before Non-Mandatory Transfers</b>	<b>7,867,239</b>	<b>7,700,781</b>	<b>6,624,441</b>	<b>4,321,990</b>	<b>3,439,848</b>	<b>2,433,305</b>	<b>(2,302,451)</b>	<b>65%</b>	<b>20%</b>
Net Transfers	2,770	(4,423,141)	(4,443,900)	(769)	-	-	4,443,131	0%	100%
CR&R Transfers	(6,596,341)	(52,607)	(2,180,541)	(1,090,268)	(45,000)	(3,298,170)	1,090,273	50%	96%
<b>Net Total</b>	<b>1,273,668</b>	<b>3,225,033</b>	<b>-</b>	<b>3,230,953</b>	<b>3,394,848</b>	<b>(864,865)</b>	<b>3,230,953</b>		<b>-5%</b>
<b><u>Armstrong - Student Affairs</u></b>									
Revenue	126,769	26,201	119,200	70,970	3,101	85,660	(48,230)	60%	96%
General Fee Support	5,670,107	4,681,533	5,798,049	3,373,229	2,861,675	3,304,812	(2,424,820)	58%	15%
<b>Total Sources</b>	<b>5,796,876</b>	<b>4,707,734</b>	<b>5,917,249</b>	<b>3,444,199</b>	<b>2,864,776</b>	<b>3,390,472</b>	<b>(2,473,050)</b>	<b>58%</b>	<b>17%</b>
Salary	441,945	440,247	649,126	235,678	202,340	245,671	(413,448)	36%	14%
Benefits	102,140	104,336	122,573	57,155	55,110	55,460	(65,418)	47%	4%
Utilities	318,520	283,311	342,886	160,159	130,033	134,321	(182,727)	47%	19%
Charge Outs	-	-	-	-	-	-	-	0%	0%
Operating Expenses	1,005,268	637,395	783,374	530,600	497,725	854,020	(252,774)	68%	6%
Inventory Purchases	-	-	-	-	-	-	-	0%	0%
Debt Service	2,450,000	2,450,000	2,450,000	1,225,000	1,219,833	1,225,000	(1,225,000)	50%	0%
<b>Total Uses</b>	<b>4,317,873</b>	<b>3,915,289</b>	<b>4,347,959</b>	<b>2,208,592</b>	<b>2,105,041</b>	<b>2,514,472</b>	<b>(2,139,367)</b>	<b>51%</b>	<b>5%</b>
<b>Net Before Non-Mandatory Transfers</b>	<b>1,479,003</b>	<b>792,445</b>	<b>1,569,290</b>	<b>1,235,607</b>	<b>759,735</b>	<b>876,000</b>	<b>(333,683)</b>	<b>79%</b>	<b>39%</b>
Net Transfers	(96,410)	(134,297)	(141,160)	588	72,346	(169,910)	141,748	0%	-12204%
CR&R Transfers	(1,148,929)	(547,232)	(1,428,130)	(1,088,487)	(700,000)	(938,685)	339,643	76%	36%
<b>Net Total</b>	<b>233,664</b>	<b>110,916</b>	<b>-</b>	<b>147,708</b>	<b>132,081</b>	<b>(232,595)</b>	<b>147,708</b>		<b>11%</b>



**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2022/FY2021/FY2020**

	<b>FY2020 Actual</b>	<b>FY2021 Actual</b>	<b>FY2022 Budget</b>	<b>Through December YTD</b>			<b>FY22 Budget to Actual</b>	<b>% of '22 Budget</b>	<b>% Change from '21 YTD</b>
				<b>FY2022</b>	<b>FY2021</b>	<b>FY2020</b>			
<b><u>Miscellaneous Facilities</u></b>									
Revenue	102,211	63,757	108,000	9,503	35,022	55,605	(98,497)	9%	-269%
General Fee Support	312,206	228,973	308,681	308,681	228,973	312,206	-	100%	26%
<b>Total Sources</b>	<b>414,417</b>	<b>292,730</b>	<b>416,681</b>	<b>318,184</b>	<b>263,995</b>	<b>367,811</b>	<b>(98,497)</b>	<b>76%</b>	<b>17%</b>
Salary	21,765	-	-	-	-	21,765	-	0%	0%
Benefits	(3,743)	-	-	-	-	8,379	-	0%	0%
Utilities	-	-	-	-	-	-	-	0%	0%
Charge Outs	-	-	-	-	-	-	-	0%	0%
Operating Expenses	102,779	69,252	174,941	23,908	31,714	63,999	(151,033)	14%	-33%
Inventory Purchases	-	-	-	-	-	-	-	0%	0%
Debt Service	312,206	308,268	308,681	155,141	155,805	156,589	(153,540)	50%	0%
<b>Total Uses</b>	<b>433,007</b>	<b>377,520</b>	<b>483,622</b>	<b>179,049</b>	<b>187,519</b>	<b>250,732</b>	<b>(304,573)</b>	<b>37%</b>	<b>-5%</b>
<b>Net Before Non-Mandatory Transfers</b>	<b>(18,590)</b>	<b>(84,790)</b>	<b>(66,941)</b>	<b>139,135</b>	<b>76,476</b>	<b>117,079</b>	<b>206,076</b>	<b>-208%</b>	<b>45%</b>
Net Transfers	-	(22,974)	-	-	(22,974)	-	-	0%	0%
CR&R Transfers	20,207	71,290	66,941	-	35,646	-	(66,941)	0%	0%
<b>Net Total</b>	<b>1,617</b>	<b>(36,474)</b>	<b>-</b>	<b>139,135</b>	<b>89,148</b>	<b>117,079</b>	<b>139,135</b>		<b>36%</b>
<b><u>Total Auxiliary</u></b>									
Revenue	122,184,123	73,509,158	140,143,196	111,159,034	52,705,649	135,943,642	(28,984,162)	79%	53%
General Fee Support	37,354,494	23,996,900	33,861,610	17,565,095	13,681,247	19,127,758	(16,296,515)	52%	22%
Designated Revenue	1,046,948	-	765,100	292,687	14,274	553,915	(472,413)	38%	95%
Restricted Revenue	3,575,517	-	2,211,770	652,803	297,486	1,871,073	(1,558,967)	30%	54%
<b>Total Sources</b>	<b>164,161,082</b>	<b>97,506,058</b>	<b>176,981,676</b>	<b>129,669,619</b>	<b>66,698,656</b>	<b>157,496,388</b>	<b>(47,312,057)</b>	<b>73%</b>	<b>49%</b>
Salary	32,106,343	25,528,724	32,589,889	14,044,544	12,185,084	16,820,800	(18,545,345)	43%	13%
Benefits	9,490,258	8,105,951	10,636,945	4,918,414	4,487,322	5,674,842	(5,718,531)	46%	9%
Utilities	16,029,525	14,637,733	19,902,885	9,429,432	6,550,009	7,839,122	(10,473,453)	47%	31%
Charge Outs	(1,613,796)	(922,596)	(1,117,315)	(966,961)	(479,612)	(960,152)	150,354	87%	50%
Expense Recovery	(21,393,614)	(20,310,191)	(23,620,943)	(11,737,722)	(9,397,919)	(9,349,243)	11,883,221	50%	20%
Operating Expenses	56,127,770	39,792,818	60,074,417	30,227,841	21,035,553	33,225,852	(29,846,576)	50%	30%
Inventory Purchases	10,499,265	7,054,349	9,524,865	5,166,481	2,944,095	6,832,678	(4,358,384)	54%	43%
Debt Service	50,362,107	47,158,044	48,422,751	24,465,909	24,649,669	28,937,436	(23,956,842)	51%	-1%
Designated Expense	1,353,878	-	765,100	49,698	51,572	682,350	(715,402)	6%	-4%
Restricted Expense	2,549,791	-	2,211,770	315,615	451,057	1,018,058	(1,896,155)	14%	-43%
<b>Total Uses</b>	<b>155,511,527</b>	<b>121,044,832</b>	<b>159,390,364</b>	<b>75,913,251</b>	<b>62,476,830</b>	<b>90,721,743</b>	<b>(83,477,113)</b>	<b>48%</b>	<b>18%</b>
<b>Net Before Non-Mandatory Transfers</b>	<b>8,649,555</b>	<b>(23,538,774)</b>	<b>17,591,312</b>	<b>53,756,368</b>	<b>4,221,827</b>	<b>66,774,645</b>	<b>36,165,056</b>	<b>306%</b>	<b>92%</b>
Net Transfers	533,215	(4,223,485)	(3,547,619)	322,483	(948,664)	298,013	3,870,102	-9%	394%
CR&R Transfers	(6,163,458)	(930,136)	(14,043,693)	(7,410,591)	(825,720)	(14,608,920)	6,633,102	53%	89%
<b>Net Total</b>	<b>3,086,282</b>	<b>(28,692,395)</b>	<b>-</b>	<b>46,668,260</b>	<b>2,447,443</b>	<b>52,463,738</b>	<b>46,668,260</b>		<b>95%</b>



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

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>
<b>A. Residence Halls</b> (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>B. Meal Plans</b> (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*

Business Session  
Item 6  
February 24, 2022  
Finance and Audit

**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>
<b>A. Summer Housing Weekly</b>			
Double Occupancy	\$141	\$147	4.3%
Single Occupancy	\$205	\$214	4.4%
<b>B. Winter Term Housing Block Rate</b> (Available for students enrolled in class)	\$466	\$466	0.00%
<b>C. Sorority Suites</b> (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**

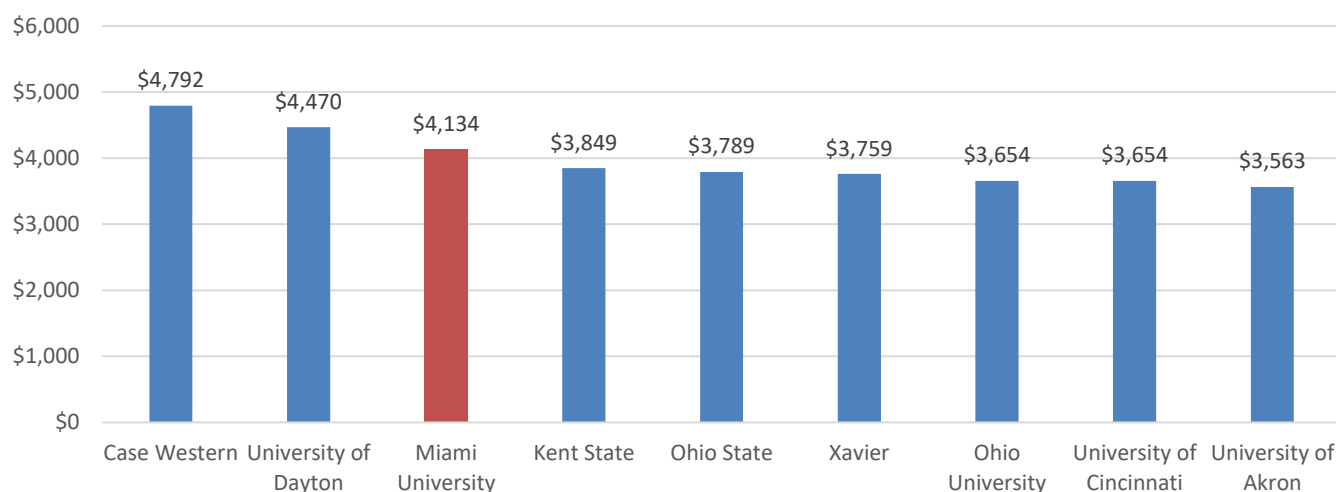
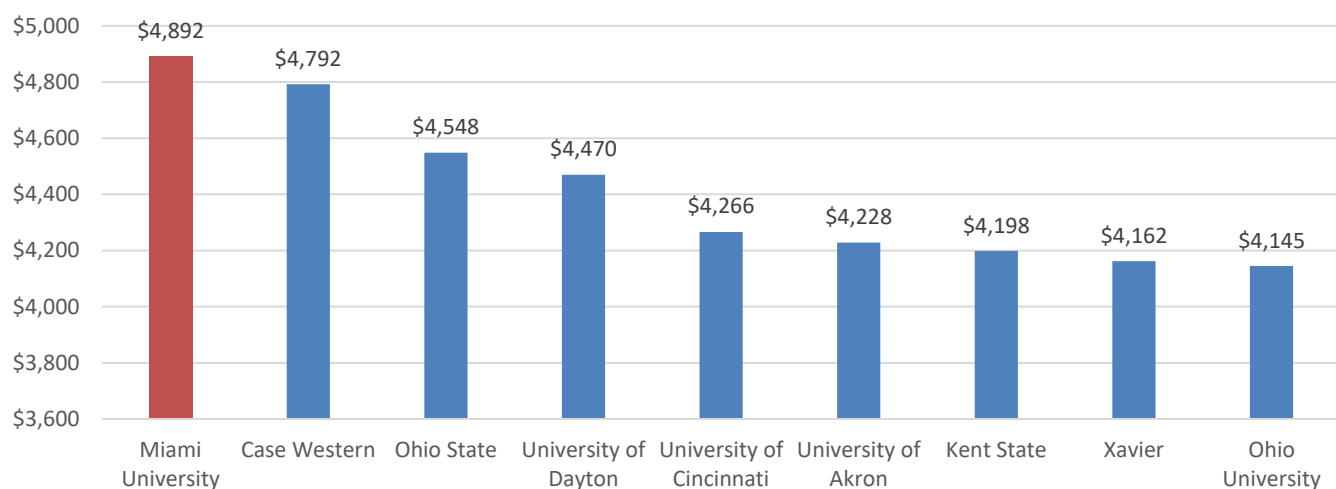
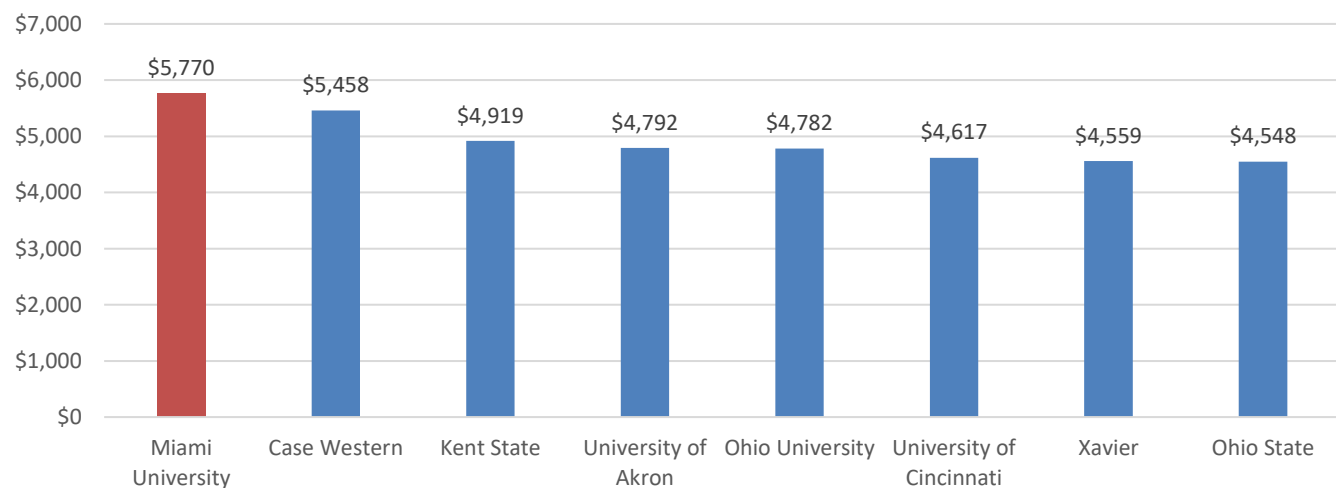
Meal Plan holders are permitted to change their selected level until the first day of class during each semester. Meal plan holders may continue to add additional declining balance dollars at any time, but are not permitted to lower their plan level after the first day of class.

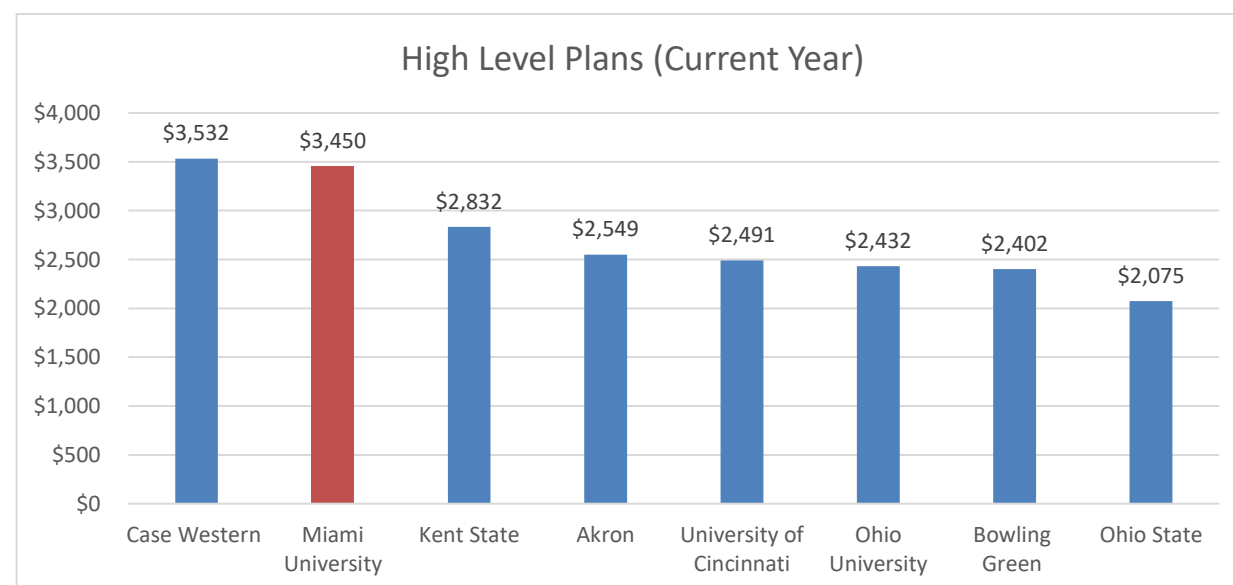
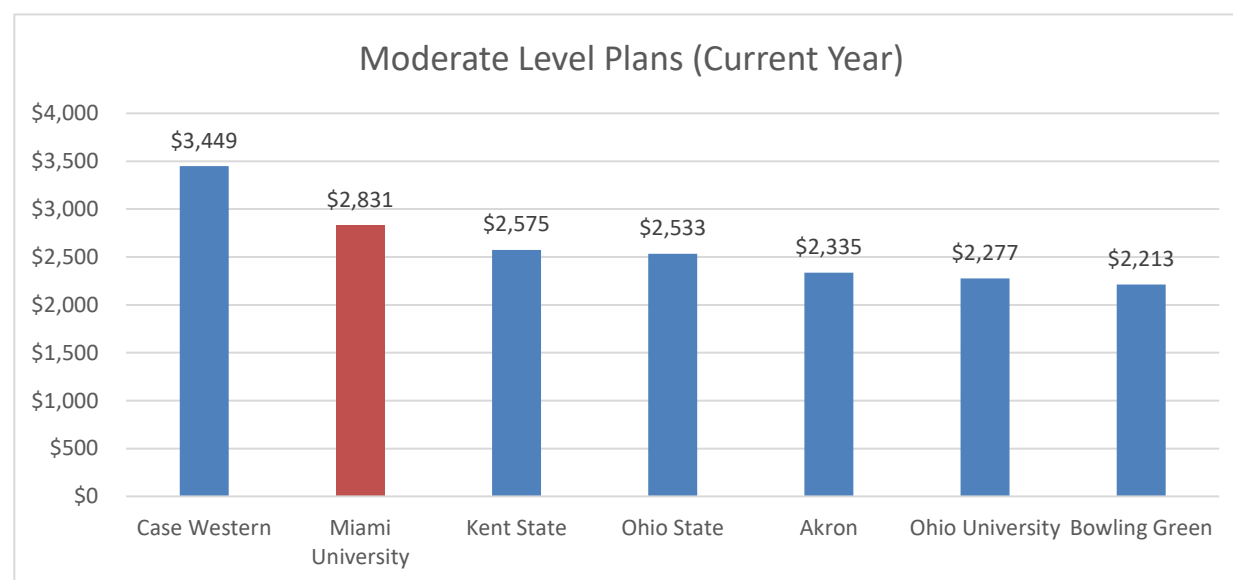
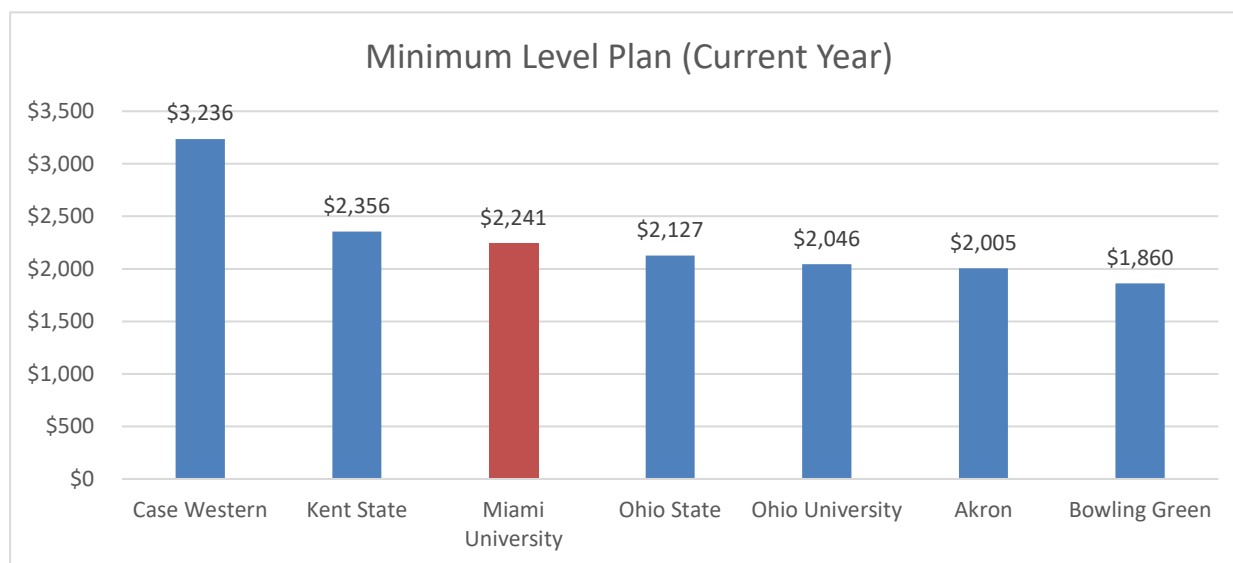
Unused declining balance dollars at the end of each semester roll forward to the next semester. Unused buffet meals do not carry forward. When a student moves off campus, any remaining declining balance dollars are converted to the meal plan for off campus students.

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)**



**BOARD OF TRUSTEES  
MIAMI UNIVERSITY  
Minutes of the Investment Subcommittee Meeting  
104 Roudebush Hall, Oxford, Ohio  
February 23, 2022**

The meeting of the Investment Subcommittee was called to order at 2:30 p.m. by Subcommittee Chair National Trustee Biff Bowman. The meeting was held in 104 Roudebush Hall on the Oxford campus. Along with Chair Bowman, Subcommittee members - Trustee David Budig, and Trustee Mary Schell were present, Subcommittee member, National Trustee Mark Sullivan was absent.

In addition to the Subcommittee members, Senior Vice President David Creamer, and Secretary to the Board of Trustees Ted Pickerill, from the President's Executive Cabinet were present. Representatives from the outside CIO, Strategic Investment Group (SIG), included; Markus Krygier, Nikki Kraus, and Leah Posadas, who were present, and Rick Behler who joined by telephone. Associate Treasurer and Miami Foundation CFO Bruce Guiot, and Director of Investments Tim Viezer, were also present.

Following a motion by Trustee Budig and a second by Trustee Schell, the minutes from the prior meeting were unanimously approved by voice vote, with all voting in favor and none opposed.

The Subcommittee reviewed the capital stack comprised of the endowment pool, the University's non-endowment investments, and its operating cash:

- Operating cash flow so far for FY22 through January 31<sup>st</sup> is ahead of this time last year and is tracking to forecast.
- Some cash was reallocated to the long-term portion of the non-endowment in December to finish a \$50 million plan started in the spring.
- The endowment/PIF was valued at about \$733 million as of December 31<sup>st</sup>.

The Subcommittee reviewed FY22 second quarter investment performance for both the non-endowment and endowment.

- Returns have had a slow start to the fiscal year after the significant results from FY21, alternating positive and negative months.
- Non-endowment's Tier III was up about 2.3% for the fiscal year to date though December.
- Endowment/PIF was up about 2.5% for the fiscal year to date through December (though this estimate is incomplete since private capital figures for the December quarter are still being collected).

Senior Vice President Creamer cautioned that tightened budgets and meeting the obligations of capital project payments could cause some challenges to future cash flows. The Subcommittee then discussed the importance of growing Net Tuition Revenue.

The Subcommittee next reviewed an annual stress test of both endowment and non-endowment portfolios to get a sense of the potential impact of a significant market event. The results were within the expected risk tolerance. The Subcommittee also discussed the potential impact of a drawdown on the endowment's ability to make its annual distributions. Due to the strong earnings from last year, it would take a loss of over 15% before distributions would be significantly impaired.

The Subcommittee reviewed the non-endowment's investment policy and affirmed it with no recommended changes.

Next, the Subcommittee reviewed a possible joint Foundation/Miami University draft letter to SIG regarding the importance of building Diversity, Equity and Inclusion.

Bruce Guiot then provided a summary of the refunding of Series 2012 Bonds with the Series 2022 Bonds priced on January 13<sup>th</sup>. The University's credit ratings were affirmed during the process. The refinancing allowed Miami to lock in interest rates that have subsequently risen by about a half of a percent, and will save the University approximately \$7.1 million in debt service over the next dozen years.

With no more business to come before the Subcommittee, Trustee Budig moved and Trustee Schell seconded a motion to adjourn which was unanimously approved by voice vote, with all voting in favor and none opposed, and the meeting adjourned at 4:30p.m.



Theodore O. Pickerill II  
Secretary to the Board of Trustees





**Enrollment Update**

# **Board of Trustees Meeting Finance and Audit Committee February 2022**

# Fall 2022 Applications

## *Residency*

	2020	2021	2022	Δ 2021 to 2022
Non-Resident	15,284	16,144	15,631	-3.2%
Domestic Non-Resident	12,580	13,992	13,069	-6.6%
International	2,704	2,152	2,562	19.1%
Ohio Resident	12,390	14,218	14,920	4.9%
<b>Grand Total</b>	<b>27,674</b>	<b>30,362</b>	<b>30,551</b>	<b>0.6%</b>

Data as of February 7



# Fall 2022 Applications

## *Academic Division*

	2020	2021	2022	Δ 2021 to 2022
CAS	11,635	12,394	11,816	-4.7%
FSB	7,209	8,036	8,395	4.5%
CEC	3,764	4,123	4,230	2.6%
EHS	2,247	2,685	2,756	2.6%
CCA	1,516	1,663	1,741	4.7%
CLAAS	1,303	1,461	1,613	10.4%
<b>Grand Total</b>	<b>27,674</b>	<b>30,362</b>	<b>30,551</b>	<b>0.6%</b>

Data as of February 7



# Fall 2022 Admits

## *Residency*

	2020	2021	2022	Δ 2021 to 2022
Non-Resident	11,393	10,768	11,907	10.6%
Domestic Non-Resident	10,502	10,185	11,007	8.1%
International	891	583	900	54.4%
Ohio Resident	9,972	9,600	11,491	19.7%
<b>Grand Total</b>	<b>21,365</b>	<b>20,368</b>	<b>23,398</b>	<b>14.9%</b>

Data as of February 7



# Fall 2022 Admits

## *Academic Division*

	2020	2021	2022	Δ 2021 to 2022
CAS	9,710	9,147	10,463	14.4%
FSB	5,632	5,435	6,058	11.5%
CEC	2,816	2,629	2,985	13.5%
EHS	1,682	1,823	2,108	15.6%
CCA	1,094	988	1,252	26.7%
CLAAS	431	346	532	53.8%
<b>Grand Total</b>	<b>21,365</b>	<b>20,368</b>	<b>23,398</b>	<b>14.9%</b>

Data as of February 7



Reporting Update  
Item 2

To: Finance and Audit Committee

From: Terry Moore, Interim Chief Audit Officer

Subject: **Internal Audit & Consulting Services** - Internal Audit Issues

Date: January 28, 2022

This is IACS's semi-annual report of internal audit issues. As shown in the table below, since the beginning of the fiscal year (FY22), four issues have been added and five closed. The new high-risk issue arose in an outsourced cybersecurity vulnerability assessment, as discussed on page 2, line 3. The new moderate-risk and two low-risk issues arose in our audit of PFD Time and Materials Contracts, discussed on page 7, line 13; and page 9, lines 17 and 18. Management's planned actions for these issues are responsive to the audit recommendations.

Please see summaries of all open issues on pages 2 - 9. Summaries of the five closed issues are on page 10.

#### Audit Issue Status

Risk Level	Open audit issues		Open audit issues	
	07/01/2021	Added	Closed	01/28/2022
High	2	1	0	3
Moderate	12	1	3	10
Low	5	2	2	5
Total	19	4	5	18

Attachments

## Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
1	178.1 - Audit of Residency Reclassification - 6/2020	06/03/2020	06/30/2021	High	Enrollment Mgt & SS	IACS recommends One Stop Services implement procedures for reclassifying non-resident students as Ohio residents for tuition purposes in accordance with Ohio Administrative Code 3333-1-10 section (F)(4). Due to the significant financial impact, additional procedures should be added to require secondary, higher level review and approval prior to reclassifying a student as a resident in Banner.	Jerrad Harrison, Director of One Stop Services	<p>IACS followed up on this issue in July 2021, and concluded that One Stop Services has taken action by recently implementing procedures for reclassifying non-resident students in accordance with Ohio Administrative Code 3333-1-10 section (F)(4). The One Stop website has also been updated, including instructions and an application form specific to "F-4" requests for reclassification. Internal procedures have also been added to require secondary, higher level review and approval. However, given that these implementations just became effective starting with the upcoming Fall 2021 semester this issue remains open.</p> <p>In a January 2022 status update, management stated that One Stop began following procures effective Fall 2021-22 and are in process of completing review of Spring residency applicants.</p> <p>IACS will show this issue as 99% complete until another follow-up audit is performed.</p>
								99%
2	160.1 - Audit of University Purchasing Cards - 12/2020	12/02/2020	08/31/2021	High	Finance & Business Services	<p>Strengthen oversight of material P-Card expenditures and address areas of noncompliance.</p> <p>a. To strengthen internal control and monitor compliance with the University's P-Card Policy and Travel Policy, IACS recommends centralized review and approval of both 1) Business P-Card reports that should capture expenses other than travel and 2) Travel and Expense reports. A minimum dollar threshold should be established to ensure efforts are focused on material transaction amounts. Historical expense report data should be analyzed to determine the threshold amount. If desired, random sampling may be done on amounts below the threshold.</p> <p>b. As a preventive control, IACS recommends controlling purchases of specific commodities where possible by restricting the related Merchant Category Codes (MCC). If the MCC cannot be restricted as a preventive control, an information campaign should be executed to communicate correct purchasing methods for commodity specific and on-campus purchases. Items that are not permitted on P-Cards should be communicated as a reminder.</p>	Irena Chushak, Director of Payroll & Payables	<p>In a January 2022 status update, management reported that Chrome River (CR) reports workflow reconfiguration project started in October of 2021. Project is on-going and is close to completion. Since recommended changes required significant modification of the workflow, conceptual, back to back and regression testing is required to move changes to CR production. The most recent testing performed in January resulted in additional changes that need to be made by the CR IT configuration team. All form of testing will have to be performed again to ensure proper functionality.</p> <p>This issue remains open, and IACS will continue to follow up as management takes further action.</p>
								75%
3	207.1 - Outsourced Vulnerability Assessment - 9/2021	09/08/2021	08/01/2022	High	IT Services	CBTS finalized written reports of their findings from internal and external penetration tests in September 2021. The reports identified a number of weaknesses and vulnerabilities that could expose the University to risk of compromise. Vulnerabilities were categorized as high, medium, or low and specific recommendations were made to address the identified risks. IACS recommends IT Services Security, Compliance, and Risk Management take appropriate actions to address CBTS's recommendations and resolve the identified vulnerabilities.	John Virden, Asst VP for Security, Compliance & Risk Mgt and CISO	<p>Management concurred stating, "IT Services agrees with the recommendation given and will review, assess, and prioritize mitigation implementation addressing CBTS findings following a information security risk matrix. Actions will be completed by August 1st, 2022."</p> <p>This issue remains open, and IACS will continue to follow up as management takes further action.</p>
								5%

## Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
4	180.1 - Campus Services Physical Inventory - 9/2018	09/06/2018	06/30/2021	Moderate	Finance & Business Services	<p>IACS recommends Campus Services management establish a comprehensive physical inventory count process for Campus Services units holding inventory for resale. An overall framework of the process should be established for Campus Services, and be adapted to the various inventory types and needs of each unit to eliminate gaps in current processes. Particular attention should be made to comparing count results to recorded quantities on-hand and researching discrepancies prior to approving on-hand balance adjustments. Subsequently, corrective actions should be taken to prevent any errors in the future.</p> <p>The framework and associated policy and procedures should be formally documented, communicated to the necessary parties, and reviewed for execution. Management should also consult with the Office of the Controller to ensure the established process meets the guidelines and requirements for fiscal year-end inventory reporting.</p> <p>5/1/2020 added recommendation: Cost of goods sold (COGS) and gross profit margins should be analyzed in comparison to prior years by Campus Services management and reported to General Accounting. A second person should verify the amounts to be reported to General Accounting are accurate and agree with source documents. Prior to booking inventory adjustments, explanations for significant fluctuations should be verified by General Accounting by reviewing source documents.</p>	Brent Mason, Sr Director of Food & Beverage	<p>In a January 2022 status update, the Sr Director of Food &amp; Beverage stated, "After further investigation on the CStore application we have found that it does not fully work as expected. The process in which we have to receive items as they are delivered is impractical in our current environment. It is very time consuming to receive the large orders and with our staffing shortages it cannot be done effectively. This coupled with the reporting issues makes it very difficult to complete cycle counts. We tested the reporting and with the way that CStore is designed, you must run the report from the most recent inventory count. The program uses that starting point and sorts through every transaction and receipt of product to provide an onhand report. We tested an on-hand assessment for the beverage group for Mporium for 2 different date ranges (7/1/21-10/30/21 and 1/1/22-1/13/22). The reports took 32 and 17 minutes to complete. The January report took less time because there are fewer transactions...as the term goes on, the reports run longer. If you try to run a report for the entire market, it can take up two or more hours to run and half of the time, it times out. It does make it difficult to perform on-hand assessments in a timely manner - since reports cannot be scheduled to run overnight so they are ready to go first thing in the morning. At this time, we will not be able to perform cycle counts. This process is likely to change when the 3rd party takes over as they will have their own software program for the markets."</p> <p>This issue remains open, and IACS will continue to follow up as management takes further action.</p>
								50%
5	178.3 - Audit of Residency Reclassification - 6/2020	06/03/2020	06/30/2020	Moderate	Enrollment Mgt & SS	<p>IACS recommends One Stop Services strengthen related internal controls, as further discussed below.</p> <p>a. Enforce deadline requirements consistently.</p> <p>b. Require official IRS tax return transcripts when such information is necessary.</p> <p>c. Update the One Stop Services' website, application form, and procedures to reflect any changes.</p>	Jerrad Harrison, Director of One Stop Services	<p>IACS followed-up on this recommendation in July 2021, and concluded that One Stop Services has taken action be recently implementing procedures to enforce deadline requirements, and IRS tax return transcripts are now required when such information is necessary. The One Stop is still in process of updating the website, application form, and procedures to properly reflect the transcript requirement, as the IRS Data Retrieval tool proved to be ineffective for residency reclassification requests. Given that the updates are still in process, and the implementations just became effective starting with Fall 2021 semester, this issue remains open.</p> <p>In a January 2022 status update, management stated that the website has been updated to request Tax Transcripts (Federal and Ohio). We have also bolded "transcript", and we have linked instructions on how to retrieve a PDF to upload and submit electronically with the application.</p> <p>IACS will show this issue as 99% complete until another follow-up audit is performed.</p>
								99%



## Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
6	191.1 - Payment Card Industry Compliance Audit - 7/2020	07/08/2020	08/01/2021	Moderate	IT Services	<p>IACS recommends the IT Services Payment Card Data Security policy be updated and procedures be documented for maintaining compliance with PCI DSS requirements. The detailed procedures should include:</p> <ul style="list-style-type: none"> <li>- Strengthened communication between IT Services and Treasury Services to ensure MU complies with PCI DSS requirements. Elimination of duplication of efforts regarding collection of Attestations of Compliance from application providers.</li> <li>- Instructions for reaching a point of contact at the bank or payment card processor.</li> <li>- Instructions for addressing any needed repair.</li> <li>- Procedures for required reporting to the bank, if any, regarding PCI compliance.</li> <li>- Procedures for required reporting to senior management including the Vice President for IT Services and the Senior Vice President for Finance and Business Services/Treasurer.</li> </ul>	John Virden, Asst VP for Security, Compliance & Risk Mgt and CISO; Bruce Guiot, Associate Treasurer/CFO MU Foundation	<p>In a January 2022 status update, management stated that IT Services has collected and reviewed current in place policy and procedures, and researched PCI SSC requirements. Next steps are to validate inventory of merchant PCI environments (SAQ P2PE, A, or A-EP) and determine applicable SAQ requirements; draft high-level policy and create standards applicable to each PCI environment type; implement TeamDynamix input form to collect annual PCI merchant reviews; and create process documentation to capture annual review process, bank communications, and reporting to Miami executive sponsors.</p> <p>Due to operational incident response demands, all resources were committed to incident response, log4j vulnerability requirements, and local community standards investigations. As such, actions will be completed by May 1st, 2022.</p> <p>This issue remains open, and IACS will continue to follow up as management takes further action.</p>
								50%
7	192.2 - Audit of Vendor Records -10/2020	10/02/2020	07/31/2021	Moderate	Finance & Business Services	IACS recommends Accounts Payable regularly update the vendor database to deactivate dormant vendors. In addition, policies and procedures should be updated to reflect the new process.	Irena Chushak, Director of Payroll & Payables	<p>IACS followed up on this issue in October 2021, and confirmed that Accounts Payable (A/P) established criteria to identify dormant vendors and an automated process to deactivate them in the system. This new process is documented in A/P's policies and procedures, and is performed annually after the start of the new fiscal year in July/August. However, A/P was unable to use the automated process to update the vendor database at the beginning of FY22, due to open purchase orders not being closed by the Office of Strategic Procurement at FY21 year-end. While A/P manually deactivated dormant vendors in the system, it was inefficient due to the large number of dormant vendors with open purchase orders. This audit issue is considered unresolved given that the open purchase orders are not expected to be closed until December 1, 2021.</p> <p>In a January 2022 status update, management stated that the A/P team executed process of vendors deactivation after open POs were closed. 1,004 companies and 1,779 individuals for a grand total of 2,783 suppliers were deactivated in addition to those deactivated in October of 2021. A/P will continue to execute deactivation process after additional POs are closed by the Office of Strategic Procurement.</p> <p>IACS will show this issue as 99% complete until another follow-up audit is performed.</p>
								99%

## Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
8	198.1 - Review of Payroll Adjustments - 1/2021	01/22/2021	08/31/2021	Moderate	Finance & Business Services	<p>Payroll adjustments are also known as "out of cycle pays". IACS recommends the following eight actions be considered to reduce the need for payroll adjustments and/or streamline the process.</p> <ol style="list-style-type: none"> <li>1. In order to meet pay schedules, post deadlines for departments to submit information to Human Resources (HR) and Academic Personnel (AP) on the HR and AP websites.</li> <li>2. Establish hard start dates where individuals always start on a set date depending on their classification.</li> <li>3. Establish an approval process for payroll adjustments.</li> <li>4. Establish Process Maker training and instructions.</li> <li>5. Communicate missed pays when possible with Process Maker, not as currently is done in an email.</li> <li>6. Automate the Special Pay process, as it has been cited as a cause for payroll adjustments.</li> <li>7. Process terminal payouts on a pay cycle, rather than as a payroll adjustment.</li> <li>8. Review and update job documentation annually.</li> </ol>	Theresa Murphy, Director of Employment; Bess Sprockett, Director of Academic Personnel Services	<p>In a January 2022 status update, management reported: The work on the audit items was slowed to due to COVID19 and staffing challenges during 2021. In spite of these challenges, we were able to complete 3 of 8 audit requests. In addition, one additional item will be completed in February. The other four items have detailed completion dates for work to be completed by the end of 2022. There have been improvements in the payroll errors and adjustments for the classified payroll due to implementing a new timing keeping system, Time Clock Plus, that requires weekly approvals by the employee and their manager.</p> <p>This issue remains open, and IACS will continue to follow up as further actions are taken.</p>
								50%
9	204.2 - Audit of Intercollegiate Athletics P-Cards 2/2021	02/17/2021	06/30/2021	Moderate	President	<p>Comply with the Miami University Purchasing Policy by using the correct procurement method.</p> <p>A. IACS recommends that ICA comply with the Miami University Purchasing Policy by using the correct procurement method. Rather than a P-Card, ICA should work with the Office of Strategic Procurement to requisition Purchase Orders for future adidas contract purchases. In the event a supplier does not accept purchase orders, the Direct Pay method should be considered. ICA should also work with the Office of Accounts Payable to verify processes will be in place for timely payment to adidas suppliers. Doing so will strengthen internal control through separation of duties.</p> <p>B. Rather than using P-Cards as the procurement method for music subscriptions, ICA should discuss their needs to broadcast music at university sponsored events with the Office of Strategic Procurement. This office may be able to negotiate a site license to combine ICA's needs with other MU units having similar requirements to publicly play music.</p>	Jude Killy, Deputy Director of Athletics and Chief of Staff	<p>IACS followed up on this issue in December 2021. On issue B. related to music subscriptions, we concluded that actions taken by management have appropriately addressed this portion of the audit issue. ICA identified a commercial music streaming service that includes the licenses needed to play music in a business setting (Soundtrack Your Brand), which is charged in a single monthly subscription. This portion of the audit issue is considered resolved.</p> <p>On issue A. related to complying with the Purchasing Policy, ICA has worked with the Office of Strategic Procurement to requisition Purchase Orders for adidas contract purchases, rather than using a P-Card. However, this portion of the audit issue remains unresolved, as optimum separation of duties between ordering, receiving, and payment has not been achieved. Certain ICA Equipment Managers who order adidas merchandise have maintained permissions to access and pay invoices in the Biller Direct payment system. Such access is not necessary given that invoices should be received directly by Accounts Payable for processing payments.</p> <p>In a January 2022 response, ICA management stated that permissions have been changed in Biller Direct for Equipment Managers to 'read only' so that they cannot make any payments, but they can view these orders to verify that they are correct. All information should now be in Buyway with multiple units (Sport and Facility Services (SFS), ICA Business Office, SP and AP) involved. We have a complete separation of duties with a three-way match - where one staff member orders the items, another/different staff member receives that order and scans items in, and another/different staff member submits the bill for payment, which is completed by AP.</p> <p>IACS will show this issue as 99% complete until another follow-up audit is performed.</p>
								99%

## Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
10	204.3 - Audit of Intercollegiate Athletics P-Cards - 2/2021	02/17/2021	08/23/2021	Moderate	President	<p>Establish and implement written policies and procedures to identify and report taxable fringe benefits.</p> <p>IACS recommends ICA work with Payroll, General Accounting, and the Office of General Counsel to establish and implement policies and procedures to identify and report taxable fringe benefits as required by the IRS. The policies and procedures should provide clear guidance to departments on determining the fair market value of the fringe benefit, a process for determining whether a benefit is de minimis, and a process for employees to acknowledge receipt and the reported value of the benefit. In addition, the policies and procedures should be communicated campus-wide to create consistency among departments when determining if uniforms or clothing provided to an employee is a taxable benefit.</p>	Jude Killy, Deputy Director of Athletics and Chief of Staff	<p>IACS followed up on this issue in December 2021. A University-Provided Clothing and Uniforms policy was established, with an effective date of January 1, 2021, and procedures were established. ICA confirmed that all taxable items distributed to ICA employees in 2021 were reported for tax withholding. However, this issue remains open as we found errors and omissions with 6 of 84 ICA employees reported (later corrected based on our inquiry); there was disagreement between ICA and Payroll on the requirement to report tax withholding monthly; and uniform apparel provided to PFD staff, including adidas items sourced through ICA, were not reported timely to Payroll or the Tax and Compliance Analyst for a determination of taxability.</p> <p>In a January 2022 response, ICA management stated that this issue is now resolved. Management added that ICA is striving for 100 percent accuracy, and has adhered to requested reporting dates each month and will continue to do so unless/until there is a change. ICA is no longer ordering for any other unit or department and indicated as such in a meeting on October 28, 2021 with IACS and ICA to avoid any confusion or lack of clarity in process or responsibility. This was also reiterated via email on December 6, 2021.</p> <p>IACS will show this issue as 99% complete until another follow-up audit is performed.</p>
								99%
11	204.4 - Audit of Intercollegiate Athletics P-Cards - 2/2021	02/17/2021	09/01/2021	Moderate	President	<p>Establish and implement written policies and procedures for merchandise inventory control.</p> <p>IACS recommends ICA's Sport and Facility Services establish and implement written policies and procedures to help ensure that merchandise inventory is physically safeguarded and secured, organized, current and not excessive, valued, and recorded. Policies and procedures should:</p> <ol style="list-style-type: none"> <li>Be consistent across all sports;</li> <li>Establish cycle counting routines and follow-up procedures to investigate any quantity discrepancies;</li> <li>Record acknowledgement of receipt, by individual, of all distributed merchandise (i.e., what, when, and to whom, e.g., student athletes, coaches, and staff);</li> <li>Establish verification of proper receipt of contractual credits earned for "Promotional Merchandise" and "Incentive Compensation", as well as use of credits to avoid unused amounts being forfeited; and</li> <li>Establish unique login IDs for each staff member to access and place online merchandise orders.</li> </ol>	Jude Killy, Deputy Director of Athletics and Chief of Staff	<p>IACS followed up on this issue in December 2021. ICA implemented an inventory management system (Front Rush) to assist with maintaining a secured, organized, current and not excessive, valued, and recorded merchandise inventory. Formal policies and procedures were established across all sports, and include recording acknowledgement of receipt of distributed merchandise, and verification of proper receipt of contractual credits. However, this issue remains open as cycle counting routines and follow-up procedures are still in process of being developed and implemented.</p> <p>In a January 2022 response, ICA management stated that ICA is finalizing cycle counting routines and will formalize them into its policies and procedures manual, educate appropriate staff and implement them on a schedule in Q1 of 2022. It will take into consideration different cycle counting for items based on high and low turn and that frequency will be spelled out for item types.</p> <p>This issue remains open, and IACS will continue to follow up as management takes further action.</p>
								75%

## Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
12	206.1 - Buyway System Administrators – Review of Roles and Responsibilities - 3/2021	03/24/2021	09/30/2021	Moderate	Finance & Business Services	<p>Internal controls need strengthening to reduce the risk of an invoice being approved for payment by a Buyway system administrator. Specifically, IACS recommends FBS IT, Strategic Procurement, and Accounts Payable work together on the following actions to reduce this risk and implement the principle of least privilege.</p> <ol style="list-style-type: none"> <li>1. Document the Buyway Administrator (Admin) responsibilities and procedures for each area (FBS IT, Procurement, and Accounts Payable). This should identify what workflows each person processes in his or her Admin role, and the purpose and procedures for doing so.</li> <li>2. Analyze the permissions and functions of the various Buyway Admin assigned roles, and verify that the current assignments and permissions are appropriate and necessary. The analysis should include the following control factors: <ol style="list-style-type: none"> <li>a. Admins should not have system permissions that would allow them to approve an invoice for payment.</li> <li>b. Only one Admin and a backup should have the ability to assign permissions.</li> <li>c. Admins who have the ability to assign permissions should have a written protocol for assigning approval authority, including when authority may be delegated.</li> <li>d. Management should also verify that it is still appropriate and necessary to have six Admins in three separate departments.</li> </ol> </li> <li>3. Implement procedures to detect instances where the Buyway Admins may have approved an unauthorized workflow. This mitigating control should be in place until point 2 of this recommendation has been addressed.</li> </ol>	Brad Grimm, Assistant VP & FBS CIO	<p>In a January 2022 status update, management stated that a revised Buyway Administrator manual has been completed. Permissions and functions of the assigned roles have been analyzed, and current assignments and permissions have been verified as appropriate.</p> <p>IACS will show this issue as 99% complete until another follow-up audit is performed.</p>
								99%
13	201.2 - Audit of PFD Time & Materials Contracts - 8/2021	08/10/2021	02/28/2022	Moderate	Finance & Business Services	<p>IACS recommends that the Physical Facilities Department (PFD):</p> <ol style="list-style-type: none"> <li>a. Implement procedures to record cost estimates for Time and Materials (T&amp;M) work orders in the WebTMA maintenance management system.</li> <li>b. Compare actual, cumulative costs to the work order estimates, and document the reason for significant discrepancies (e.g., emergency situation, uncertain scope of work).</li> <li>c. Consider using the recorded cost estimate to assign a "Not to Exceed" amount to T&amp;M work orders to incentivize contractors to increase efficiency.</li> </ol>	Michael Creager, Project Manager of Construction	<p>In a January 2022 status update, management stated that PFD is working through details/obstacles with Chris Weitzel in TMA the work order software; creating boxes in the system for the estimates and comments and generating reports; users, PM's, and Shop Supervisors not having access rights to sections of TMA to log estimates and comments; and working through the details to have the Shop Supervisors enter estimates.</p> <p>This issue remains open, and IACS will continue to follow up as management takes further action.</p>
								30%

## Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
14	160.3 - Audit of University Purchasing Cards - 12/2020	12/02/2020	07/31/2021	Low	Finance & Business Services	IACS recommends Accounts Payable implement procedures to deactivate P-Cards for terminated and transferred employees. To verify only active employees have active P-Cards, Accounts Payable should periodically compare listings of active cardholders against active employees. P-Cards should also be deactivated when an employee transfers departments within the University. Departmental listings of P-Card holders should be periodically distributed to heads of offices asking them to verify the appropriateness of cardholders within their department.	Irena Chushak, Director of Payroll & Payables	<p>IACS followed up on this recommendation in October 2021, and concluded that a significant portion of the audit issue has been addressed. Accounts Payable implemented procedures to periodically compare listing of active cardholders against active employees and take action as necessary, and to deactivate accounts when notified of terminated or transferred employees. However, A/P is still in progress of implementing procedures to distribute departmental listings of current cardholders to heads of offices to verify the appropriateness of cardholders within their department.</p> <p>In a January 2022 status update, management stated that the A/P team prepared a list of active P-Cards and department heads responsible for oversight of the cards. Request for verification has been issued and response from departments is expected to be received by 02/04/2022.</p> <p>This issue remains open, and IACS will continue to follow up as management takes further action.</p>
								85%
15	204.5 - Audit of Intercollegiate Athletics P-Cards - 2/2021	02/17/2021	08/23/2021	Low	President	<p>Comply with the Miami University Hosting and P-Card policies.</p> <p>IACS recommends ICA strengthen internal control oversight of P-Card expenditures and expense reporting by reviewing for compliance with the Hosting and P-Card policies prior to approval. Specifically, approval from the President should be documented for hosting meals exceeding the hosting limits of \$20, \$40, and \$70 for breakfast, lunch, and dinner respectively. Team meals and hosting expenditures should state the number of people in attendance, the event dates, and use correct account numbers.</p> <p>In addition, IACS recommends ICA staff members comply with the P-Card Policy stating that meals during travel status be reimbursed via travel expense reporting. Meals during travel status are not permitted on P-Cards, with the exception only for hosting.</p>	Jude Killy, Deputy Director of Athletics and Chief of Staff	<p>IACS followed up on this issue in December 2022, and concluded that ICA made improvements in providing details of those in attendance and event dates for team meals and hosting expenditures. However, there continued to be concerns with exceeding meal cost limits without prior approval, using incorrect account numbers, and charging individual meals on P-Cards instead of reimbursement via travel expense reporting. As such, this audit issue remains open.</p> <p>In a January 2022 response, ICA management stated that ICA will provide information on the front end whenever possible for prior approval regarding potentially exceeding meal cost limits, and the reasons as to why those limits must be exceeded. ICA has educated staff on P-Card use - both within its Business Office and the rest of the department - and will reinforce that if cards are not used appropriately they will be terminated for use by any violating party after a warning.</p> <p>This issue remains open, and IACS will continue to follow up as management takes further action.</p>
								75%
16	205.1 - Audit of Intra-University Hosting - 4/2019	04/19/2021	05/31/2021	Low	Finance & Business Services	<p>IACS recommends Catering, the Marcum Hotel and Conference Center, and the Auxiliary Business Office strengthen internal control oversight by ensuring that University departments comply with the Hosting Policy by charging appropriate funds and itemizing receipts. More specifically,</p> <ul style="list-style-type: none"> <li>- Consistently charge any alcohol expenditures to discretionary funds. Correct the three exceptions noted and review for any other needed corrections; and</li> <li>- Consistently itemize receipts for all hosting expenditures at University facilities.</li> </ul>	Tina Rotundo, Director of Catering	<p>Management concurred and stated, "...Moving forward, the Auxiliary Business Office [ABO] will be double checking invoices for events hosted by internal Miami clients that include alcohol to confirm that only discretionary funds are being used... Itemizing of invoices will be within the policy guidelines effective immediately. We have also reviewed data from prior two years of activity. In April there will be a journal entry to correct any charges that were placed against E &amp; G funds."</p> <p>In an August 2021 status update, management stated that all necessary changes are completed, and internal audit controls with the ABO on verifying all alcohol index codes to confirm that only discretionary funds are being used.</p> <p>IACS will show this issue as 99% complete until a follow-up audit is performed.</p>
								99%

## Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
17	201.1 - Audit of PFD Time & Materials Contracts - 8/2021	08/10/2021	11/01/2021	Low	Finance & Business Services	IACS recommends that the Physical Facilities Department (PFD) adjust the hourly rates for T&M contractors by specific worker classification (i.e., journeyman, apprentice, laborer, helper, etc.), in alignment with adjustments made by the State of Ohio Department of Commerce Bureau of Wage & Hour Administration and the terms of the Contract Documents.	Michael Creager, Project Manager of Construction	<p>IACS followed up on this issue in October 2021. Management reported: We have clarified in the bid documents that hourly rate adjustments will not be the same across the board for all worker classifications, that the increase will be based on the Ohio Department of Commerce Bureau of Wage &amp; Hour Administration per worker classification. We have not received any notifications from the state as of yet to work through this process.</p> <p>IACS will show this issue as 99% complete until a follow-up audit is performed.</p> <div>99%</div>
18	201.3 - Audit of PFD Time & Materials Contracts - 8/2021	08/10/2021	11/01/2021	Low	Finance & Business Services	IACS recommends that the Physical Facilities Department (PFD) enforce actions required of Time and Materials contractors by the Contract Documents to provide a detailed account of the work performed each day and the approximate percentage of completion of the work order.	Michael Creager, Project Manager of Construction	<p>IACS followed up on this issue in October 2021. Management reported: We have modified the time sheets and included them as part of the bid package to receive a better detail of work completed and receive the percent complete.</p> <p>In a January 2022 status update, management stated that some contractors are using the new time sheets and some are not. Will send out an email requiring the new time sheets to be used when submitting invoices. If they use the old ones their invoice will be returned for re-submitting with the new timesheet.</p> <p>This issue remains open, and IACS will continue to follow up as management takes further action.</p> <div>90%</div>

## Closed Internal Audit Issues

Line	Audit Name And Date	Date Opened	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
1	178.2 - Audit of Residency Reclassification - 6/2020	06/03/2020	Moderate	Enrollment Mgt & SS	To protect, manage, secure, and control confidential information collected with residency reclassification applications, IACS recommends One Stop Services work with the University's Information Security Officer to obtain an approved security plan.	Jerrad Harrison, Director of One Stop Services	IACS followed up on this issue in January 2022. One Stop Services obtained an approved security plan on December 22, 2021 from the University's Information Security Officer to protect, manage, secure, and control confidential information collected with residency reclassification applications pursuant to Miami's Confidential Information Policy. IACS reviewed the plan and concluded that it appears appropriate. Given that plan has been accepted and implemented by One Stop Services management, IACS considers this issue resolved.
2	192.1 - Audit of Vendor Records - 10/2020	10/02/2020	Moderate	Finance & Business Services	To reduce the risk of payments to employees having conflicts of interest, IACS recommends Accounts Payable routinely perform a verification process before establishing new company vendors in Banner. This process may be accomplished by simply verifying that the University does not have an employee with the same SSN as shown for the vendor's taxpayer identification number.	Irena Chushak, Director of Payroll & Payables	IACS followed up on this recommendation in October 2021, and concluded that management's corrective actions have appropriately addressed the audit recommendation. Accounts Payable routinely performs a verification process before establishing new company vendors in Banner by verifying that the University does not have an employee with the same SSN as shown for the vendor's taxpayer identification number. This audit issue has been resolved.
3	204.1 - Audit of Intercollegiate Athletics P-Cards - 2/2021	02/17/2021	Moderate	President	Reduce P-Card spending limits in excess of standard amounts where appropriate.  IACS recommends ICA work with the Office of Accounts Payable to analyze spending limits in excess of standard amounts and reduce them where appropriate.	Jude Killy, Deputy Director of Athletics and Chief of Staff	Actions taken by management have appropriately addressed this audit issue. ICA worked with Accounts Payable to analyze spending limits and reduce them where appropriate. IACS found that the majority of the cardholders noted in the original audit now have standard spending limits. In addition, Accounts Payable now requires detailed financial justification be provided with limit increase requests, and final approval for any increases is made by the Senior VP for Finance and Business Services. IACS considers this audit issue resolved.
4	160.2 - Audit of University Purchasing Cards - 12/2020	12/02/2020	Low	Finance & Business Services	IACS recommends that the University's P-Card Policy be enforced by issuing P-Cards to employees who incur expenses while traveling for University business. Risk may be reduced by issuing "travel only" cards.	Irena Chushak, Director of Payroll & Payables	IACS followed-up on this recommendation in October 2021, and concluded that management's corrective actions have appropriately addressed the audit recommendation. Accounts Payable (A/P) updated the University's P-Card Policy to clarify that individual cards are not to be shared. A/P also implemented a new Departmental P-Card option as an alternative to issuing cards to all employees. IACS tested a sample of P-Card transactions between February and August 2021, and concluded that individual and departmental cards were generally used in accordance with the policy's usage rules.  This audit issue has been resolved.
5	193.1 - Clery Act/Title IX/VAWA Notifications Review – Calendar Year 2019 - 11/2020	11/16/2020	Low	Student Life	IACS recommends that the Office of Community Standards implement procedures to verify that steps required by the protocol are followed.	Ann James, Director of Community Standards	IACS followed up on this issue in January 2022, and concluded that management has taken appropriate action to address this audit issue. We reviewed documentation for 10 cases and found that all notifications of an appeal being filed (or not filed) were sent to both parties, as required. IACS considers this audit issue resolved.

## REPORT ON CASH AND INVESTMENTS

### Finance and Audit Committee

#### Miami University

February 23, 2022

#### Non-Endowment Fund

For the quarter ending December 31, 2021, the non-endowment's estimated net-of-fees return excluding Operating Cash was +1.8%. Tier II Baseline Core Cash returns were -0.1% and Special Initiatives Fund returns were -0.6%, while Tier III's return was +2.6%. Public equities, the largest allocation in Tier III, rose +4.7% for the quarter. Real assets, which amounted to 10.3% of Tier III, rose +1.1%, while hedge funds, whose allocation totals 11.4%, fell -0.3%. Fiscal year to date, the non-endowment excluding Operating Cash has earned 1.4%, with Tier III returning +2.3%.

At December 31<sup>st</sup>, Operating Cash was about \$94.4 million, down from \$148.0 million at the end of September. In December, \$20 million was transferred from Tier I to Tier III, completing the third and final tranche of a \$50 million transfer plan adopted earlier in 2021. Operating Cash earned an approximate 7 bps (annualized) yield on the average balance for the quarter, in addition to a significant portion receiving earnings credit against bank fees.

	<b>Fair Value</b>	<b>% of</b>
<b>Current Funds</b>	<b>(Millions)</b>	<b>Portfolio</b>
Operating Cash (Tier I):		
Short-term Investments*	\$94,407,393	10.4%
Core Cash (Tier II):		
Baseline Tier II	\$187,369,588	20.6%
<u>Special Initiatives</u>	<u>\$41,146,625</u>	4.5%
Total Core Cash (Tier II):	\$228,516,213	25.1%
Long-Term Capital (Tier III):		
Equity Investments	\$313,771,888	34.5%
Debt Investments	\$119,686,655	13.2%
Hedge Funds	\$67,022,027	7.4%
Real Assets	\$60,155,661	6.6%
Other**	\$817,340	0.1%
<u>Cash</u>	<u>\$25,313,896</u>	2.8%
Total Long-Term Capital (Tier III)	\$586,767,467	64.5%
<b>Total Current Fund Investments</b>	<b>\$909,691,073</b>	<b>100.0%</b>

\*Not included in performance report. \*\*Includes Cintrifuse Syndicate Fund II.

(Continued on next page)



**REPORT ON CASH AND INVESTMENTS**  
**Finance and Audit Committee**  
**Miami University**  
**February 23, 2022**

Endowment Pooled Investment Fund

The endowment's returns were +2.6% for the quarter ending December 31<sup>st</sup>. This figure excludes updated values for private capital, which report on a significant lag. The endowment's return was propelled by public equity's +4.9% return for the quarter, while hedge funds' -0.6% return dampened the gains. The estimated fiscal year to date return is +2.5%.

The Miami University Foundation Investment Committee met via teleconference on December 13<sup>th</sup> to review performance, fees, risk, and liquidity, and the real assets portfolio. The Committee also began to review its investment philosophy.

Bond Project Funds

The University drew approximately \$3.0 million for construction expenses during the quarter. As of December 31, 2021, the balance remaining in the Series 2020 Bond Project Fund was \$87,206,559.

Attachments

Non-endowment Performance Summary as of 12/31/2021  
MUF Performance Summary as of 12/31/2021

# PERFORMANCE SUMMARY

Miami University  
December 31, 2021



Asset Class <i>Benchmark</i>	Market Value (\$ mill)	Strategic Portfolio (%)	Rates of Return (%)										Inception Date
			1 Month	3 Month	Fiscal Year To Date	Calendar Year To Date	1 Year	3 Year	5 Year	10 Year	Since Policy Inception	Since Inception	
Miami University Long-Term Capital Tier III (Net of Sub-Mgr Fees)	585.950	100.0%	3.2	2.6	2.3	12.4	12.4	13.4	8.2	6.4	13.4	5.3	30-Jun-02
Miami University Long-Term Capital Tier III (Net of Sub-Mgr and Strategic Fees)	585.950	100.0%	3.1	2.5	2.2	12.2	12.2	13.2	-	-	13.2	-	31-Dec-18
Total Portfolio Policy Benchmark			2.4	3.0	2.5	10.4	10.4	13.5	8.1	6.3	13.5	5.3	
Total Portfolio Policy Benchmark (Net of Fees)			2.4	3.0	2.4	10.3	10.3	13.3	-	-	13.3	-	
Miami University - Baseline Tier II (Net of Sub-Mgr Fees)	187.370	100.0%	0.0	(0.1)	(0.1)	(0.1)	(0.1)	1.3	1.2	1.2	1.3	2.5	30-Jun-02
Miami University - Baseline Tier II (Net of Sub-Mgr and Strategic Fees)	187.370	100.0%	0.0	(0.1)	(0.1)	(0.1)	(0.1)	1.2	-	-	1.2	-	31-Dec-18
Total Portfolio Policy Benchmark			(0.1)	(0.2)	(0.2)	(0.1)	(0.1)	1.5	1.2	0.9	1.5	2.1	
Total Portfolio Policy Benchmark (Net of Fees)			(0.1)	(0.2)	(0.2)	(0.2)	(0.2)	1.4	-	-	1.4	-	
Miami University Special Initiatives Fund (Net of Sub-Mgr Fees)	41.147	100.0%	(0.1)	(0.6)	(0.6)	(1.1)	(1.1)	2.9	-	-	3.4	3.4	19-Sep-18
Miami University Special Initiatives Fund (Net of Sub-Mgr and Strategic Fees)	41.147	100.0%	(0.1)	(0.6)	(0.6)	(1.1)	(1.1)	2.8	-	-	3.4	3.4	19-Sep-18
Total Portfolio Policy Benchmark			(0.1)	(0.6)	(0.6)	(1.1)	(1.1)	2.8	-	-	3.4	3.4	
Miami University Core Cash (Net of Sub-Mgr Fees)	228.516		(0.1)	(0.2)	(0.2)	(0.2)	(0.2)	2.1	1.8	1.5	2.2	2.6	30-Jun-02
Miami University Core Cash (Net of Sub-Mgr and Strategic Fees)	228.516		(0.1)	(0.2)	(0.2)	(0.3)	(0.3)	2.0	-	-	2.1	-	31-May-18
Total Miami University Client Group (Net of Sub-Mgr and Strategic Fees)	814.466		2.2	1.7	1.5	8.1	8.1	9.8	5.9	4.2	3.9	3.9	30-Jun-02

## PERFORMANCE SUMMARY

## Miami University Long-Term Capital Tier III

December 31, 2021



Asset Class	Market Value (\$ mill)	Portfolio (%)	Rates of Return (%)										Inception Date
			1 Month	3 Month	Fiscal Year To Date	Calendar Year To Date	1 Year	3 Year	5 Year	10 Year	Since Policy Inception	Since Inception	
<i>Benchmark</i>													
<b>U.S. Equity</b>	<b>115.219</b>	<b>19.7%</b>	<b>5.3</b>	<b>9.2</b>	<b>9.1</b>	<b>28.2</b>	<b>28.2</b>	<b>25.2</b>	-	-	<b>25.2</b>	<b>16.6</b>	<b>31-Aug-18</b>
<i>U.S. Equity Policy Benchmark</i>			3.9	9.3	9.2	25.7	25.7	25.8	-	-	25.8	17.0	
<b>Non-U.S. Equity</b>	<b>155.524</b>	<b>26.5%</b>	<b>5.2</b>	<b>1.3</b>	<b>(1.1)</b>	<b>11.6</b>	<b>11.6</b>	<b>15.5</b>	-	-	<b>15.5</b>	<b>9.4</b>	<b>31-Aug-18</b>
<i>Non-U.S. Equity Policy Benchmark</i>			3.9	1.4	(1.7)	7.3	7.3	13.3	-	-	13.3	7.4	
<b>Global Equity</b>	<b>43.029</b>	<b>7.3%</b>	<b>4.6</b>	<b>5.3</b>	<b>3.6</b>	<b>17.2</b>	<b>17.2</b>	-	-	-	-	<b>15.5</b>	<b>30-Apr-19</b>
<i>Global Equity Benchmark</i>			4.2	7.2	6.7	20.5	20.5	-	-	-	-	17.3	
<b>Total Equity</b>	<b>313.772</b>	<b>53.5%</b>	<b>5.2</b>	<b>4.7</b>	<b>3.2</b>	<b>18.2</b>	<b>18.2</b>	<b>19.6</b>	-	-	<b>19.6</b>	<b>12.4</b>	<b>31-Aug-18</b>
<b>Hedge Funds (Net Exposure)</b>	<b>67.022</b>	<b>11.4%</b>	<b>1.1</b>	<b>(0.3)</b>	<b>0.0</b>	<b>5.9</b>	<b>5.9</b>	<b>6.4</b>	<b>5.7</b>	<b>5.5</b>	<b>6.4</b>	<b>4.0</b>	<b>30-Jun-02</b>
<i>Hedge Funds Policy Benchmark</i>			0.5	0.0	(0.5)	2.9	2.9	4.6	7.0	8.2	4.6	6.8	
<b>Total Alternatives</b>	<b>67.022</b>	<b>11.4%</b>	-	-	-	-	-	-	-	-	-	-	<b>30-Jun-02</b>
<b>Real Estate - IRR</b>	<b>10.319</b>	<b>1.8%</b>	-	<b>0.0</b>	<b>5.5</b>	<b>10.6</b>	<b>10.6</b>	-	-	-	-	<b>6.2</b>	<b>28-Jun-19</b>
<i>Real Estate Policy Benchmark - IRR</i>			-	0.0	6.4	12.4	12.4	-	-	-	-	6.2	
<b>Commodities</b>	<b>17.987</b>	<b>3.1%</b>	<b>7.2</b>	<b>1.4</b>	<b>6.3</b>	<b>38.6</b>	<b>38.6</b>	-	-	-	-	<b>3.3</b>	<b>31-Jan-19</b>
<i>Commodities Policy Benchmark</i>			7.6	1.5	6.8	40.4	40.4	-	-	-	-	5.1	
<b>TIPS</b>	<b>31.850</b>	<b>5.4%</b>	<b>0.4</b>	<b>1.3</b>	<b>3.0</b>	<b>4.9</b>	<b>4.9</b>	-	-	-	-	<b>5.8</b>	<b>30-Jan-19</b>
<i>TIPS Policy Benchmark</i>			0.5	1.5	3.2	5.7	5.7	-	-	-	-	6.9	
<b>Total Real Assets</b>	<b>60.156</b>	<b>10.3%</b>	<b>2.2</b>	<b>1.1</b>	<b>4.5</b>	<b>16.0</b>	<b>16.0</b>	-	-	-	-	<b>6.1</b>	<b>30-Jan-19</b>
<b>U.S. Fixed Income</b>	<b>119.687</b>	<b>20.4%</b>	<b>0.4</b>	<b>0.3</b>	<b>0.9</b>	<b>2.1</b>	<b>2.1</b>	<b>5.5</b>	-	-	<b>5.5</b>	<b>5.2</b>	<b>30-Jun-18</b>
<i>U.S. Fixed Income Policy Benchmark</i>			0.0	0.1	0.2	(0.8)	(0.8)	5.2	-	-	5.2	5.0	
<b>Total Fixed Income</b>	<b>119.687</b>	<b>20.4%</b>	<b>0.4</b>	<b>0.3</b>	<b>0.9</b>	<b>2.1</b>	<b>2.1</b>	<b>5.5</b>	<b>4.2</b>	<b>4.1</b>	<b>5.5</b>	<b>4.9</b>	<b>30-Jun-02</b>
<b>Total Cash, Accruals, and Pending Trades</b>	<b>25.314</b>	<b>4.3%</b>	<b>0.1</b>	<b>0.2</b>	<b>0.5</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	-	-	<b>1.0</b>	<b>1.0</b>	<b>27-Aug-18</b>
<b>Miami University Long-Term Capital Tier III (Net of Sub-Mgr Fees)</b>	<b>585.950</b>	<b>100.0%</b>	<b>3.2</b>	<b>2.6</b>	<b>2.3</b>	<b>12.4</b>	<b>12.4</b>	<b>13.4</b>	<b>8.2</b>	<b>6.4</b>	<b>13.4</b>	<b>5.3</b>	<b>30-Jun-02</b>
<b>Miami University Long-Term Capital Tier III (Net of Sub-Mgr and Strategic Fees)</b>	<b>585.950</b>	<b>100.0%</b>	<b>3.1</b>	<b>2.5</b>	<b>2.2</b>	<b>12.2</b>	<b>12.2</b>	<b>13.2</b>	-	-	<b>13.2</b>	-	<b>31-Dec-18</b>
<i>Total Portfolio Policy Benchmark</i>			2.4	3.0	2.5	10.4	10.4	13.5	8.1	6.3	13.5	5.3	
<i>Total Portfolio Policy Benchmark (Net of Fees)</i>			2.4	3.0	2.4	10.3	10.3	13.3	-	-	13.3	-	
<b>Cintrifuse Syndicate Fund II, LLC</b>	<b>0.336</b>												
<b>TOTAL</b>	<b>586.286</b>												<b>30-Jun-02</b>

## PERFORMANCE SUMMARY

## Miami University Pooled Investment Fund

December 31, 2021



Asset Class <i>Benchmark</i>	Market Value (\$ mill)	Total Portfolio (%)	Rates of Return (%)										Inception Date
			1 Month	3 Month	Fiscal Year To Date	Calendar Year To Date	1 Year	3 Year	5 Year	10 Year	Since Policy Inception	Since Inception	
<b>U.S. Equity</b>	<b>168.915</b>	<b>23.0%</b>	<b>5.3</b>	<b>9.1</b>	<b>9.2</b>	<b>28.3</b>	<b>28.3</b>	<b>25.1</b>	-	-	<b>16.3</b>	<b>16.5</b>	<b>24-Jul-18</b>
<i>U.S. Equity Policy Benchmark</i>			3.9	9.3	9.2	25.7	25.7	25.8	-	-	17.8	18.0	
<b>Non-U.S. Equity</b>	<b>168.655</b>	<b>23.0%</b>	<b>4.3</b>	<b>0.5</b>	<b>(3.6)</b>	<b>8.1</b>	<b>8.1</b>	<b>15.0</b>	-	-	<b>9.5</b>	<b>8.6</b>	<b>30-Jun-18</b>
<i>Non-U.S. Equity Policy Benchmark</i>			3.4	0.7	(3.6)	4.8	4.8	12.7	-	-	8.0	7.3	
<b>Global Equity</b>	<b>62.250</b>	<b>8.5%</b>	<b>4.6</b>	<b>5.3</b>	<b>3.6</b>	<b>17.2</b>	<b>17.2</b>	<b>19.3</b>	-	-	<b>12.7</b>	<b>13.0</b>	<b>30-Jun-18</b>
<i>Global Equity Benchmark</i>			4.2	7.2	6.7	20.5	20.5	21.0	-	-	14.1	14.4	
<b>Total Equity</b>	<b>399.820</b>	<b>54.5%</b>	<b>4.8</b>	<b>4.9</b>	<b>2.7</b>	<b>17.4</b>	<b>17.4</b>	<b>19.7</b>	<b>14.2</b>	<b>10.7</b>	<b>12.7</b>	<b>7.3</b>	<b>31-Dec-96</b>
<b>Private Equity - IRR</b>	<b>94.243</b>	<b>12.9%</b>	-	-	-	<b>27.7</b>	<b>27.7</b>	<b>15.2</b>	<b>12.1</b>	<b>9.1</b>	<b>13.8</b>	<b>8.5</b>	<b>30-Sep-95</b>
<i>Private Equity Policy Benchmark - IRR</i>			-	-	-	35.6	35.6	26.6	21.3	16.4	23.8	13.7	
<b>Hedge Funds (Net Exposure)</b>	<b>98.146</b>	<b>13.4%</b>	<b>1.1</b>	<b>(0.6)</b>	<b>(0.1)</b>	<b>6.0</b>	<b>6.0</b>	<b>6.7</b>	-	-	<b>4.8</b>	<b>4.7</b>	<b>30-Jun-18</b>
<i>Hedge Funds Policy Benchmark</i>			0.5	0.0	(0.5)	2.9	2.9	4.6	-	-	3.0	3.0	
<b>Total Alternatives</b>	<b>192.389</b>	<b>26.2%</b>	-	-	-	-	-	-	-	-	-	-	<b>30-Jun-18</b>
<b>Timber</b>	<b>2.355</b>	<b>0.3%</b>	-	<b>0.0</b>	<b>(0.8)</b>	<b>(0.4)</b>	<b>(0.4)</b>	<b>2.2</b>	-	-	<b>(0.4)</b>	<b>0.7</b>	<b>30-Jun-18</b>
<i>Timber Policy Benchmark</i>			-	0.0	1.6	2.8	2.8	1.5	-	-	1.6	2.6	
<b>Real Estate - IRR</b>	<b>18.546</b>	<b>2.5%</b>	-	-	-	<b>9.4</b>	<b>9.4</b>	<b>8.4</b>	<b>8.6</b>	<b>8.0</b>	<b>8.5</b>	<b>5.0</b>	<b>31-May-06</b>
<i>Real Estate Policy Benchmark - IRR</i>			-	-	-	12.4	12.4	4.0	6.8	8.7	4.2	6.3	
<b>Commodities</b>	<b>11.281</b>	<b>1.5%</b>	<b>8.6</b>	<b>0.7</b>	<b>6.3</b>	-	-	-	-	-	-	<b>39.6</b>	<b>13-Jan-21</b>
<i>Commodities Policy Benchmark</i>			7.6	1.5	6.8	-	-	-	-	-	-	32.9	
<b>TIPS</b>	<b>24.345</b>	<b>3.3%</b>	<b>0.5</b>	<b>1.4</b>	<b>3.1</b>	-	-	-	-	-	-	<b>4.9</b>	<b>25-Jan-21</b>
<i>TIPS Policy Benchmark</i>			0.5	1.5	3.2	-	-	-	-	-	-	5.1	
<b>Total Real Assets</b>	<b>56.527</b>	<b>7.7%</b>	<b>1.8</b>	<b>0.8</b>	<b>3.5</b>	<b>13.5</b>	<b>13.5</b>	<b>9.5</b>	-	-	<b>8.9</b>	<b>9.1</b>	<b>30-Jun-18</b>
<b>U.S. Fixed Income</b>	<b>38.431</b>	<b>5.2%</b>	<b>0.1</b>	<b>0.2</b>	<b>0.6</b>	<b>2.4</b>	<b>2.4</b>	<b>4.1</b>	-	-	<b>4.2</b>	<b>4.1</b>	<b>30-Jun-18</b>
<i>U.S. Fixed Income Policy Benchmark</i>			(0.3)	0.0	0.0	(1.1)	(1.1)	5.2	-	-	5.1	4.9	
<b>Total Fixed Income</b>	<b>38.431</b>	<b>5.2%</b>	<b>0.1</b>	<b>0.2</b>	<b>0.6</b>	<b>2.4</b>	<b>2.4</b>	<b>4.1</b>	-	-	<b>4.2</b>	<b>4.2</b>	<b>30-Sep-18</b>
<b>Opportunistic - IRR</b>	<b>29.900</b>	<b>4.1%</b>	-	-	-	<b>14.7</b>	<b>14.7</b>	<b>8.8</b>	<b>8.4</b>	<b>8.4</b>	<b>8.4</b>	-	<b>28-Feb-01</b>
<i>Opportunistic Policy Benchmark - IRR</i>			-	-	-	13.1	13.1	8.2	8.5	9.9	7.9	-	
<b>Total Opportunistic - IRR</b>	<b>29.900</b>	<b>4.1%</b>	-	-	-	<b>14.7</b>	<b>14.7</b>	<b>8.8</b>	<b>8.4</b>	<b>8.4</b>	<b>8.4</b>	-	<b>28-Feb-01</b>
<b>Total Cash, Accruals, and Pending Trades</b>	<b>15.880</b>	<b>2.2%</b>	<b>0.1</b>	<b>0.2</b>	<b>0.5</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	-	-	<b>1.0</b>	<b>1.0</b>	<b>30-Jun-18</b>
<b>Miami University Pooled Investment Fund (Net of Sub-Mgr Fees)</b>	<b>732.946</b>	<b>100.0%</b>	<b>2.9</b>	<b>2.6</b>	<b>2.5</b>	<b>14.4</b>	<b>14.4</b>	<b>14.3</b>	<b>9.8</b>	<b>7.9</b>	<b>10.4</b>	<b>8.9</b>	<b>30-Apr-93</b>
<b>Miami University Pooled Investment Fund (Net of Sub-Mgr and Strategic Fees)</b>	<b>732.946</b>	<b>100.0%</b>	<b>2.9</b>	<b>2.5</b>	<b>2.4</b>	<b>14.1</b>	<b>14.1</b>	<b>14.1</b>	-	-	<b>10.2</b>	-	<b>30-Sep-18</b>
<i>Total Combined Portfolio Policy Benchmark</i>			2.2	3.2	3.1	13.1	13.1	14.6	10.2	8.4	10.8	7.2	
<i>Total Combined Portfolio Policy Benchmark (Net of Fees)</i>			2.2	3.1	3.0	12.9	12.9	14.4	-	-	10.6	-	

MU-Lean Project Status Totals					Completed Projects			
Division	Active	Completed	Future	Total	Cost Avoidance	Cost Reduction	Revenue Generated	Total
Finance and Business Services	105	1709	10	1824	\$52,671,711	\$36,405,194	\$9,870,646	\$98,947,551
President	3	9	0	12	\$530,371	\$233,500	\$1,015	\$764,886
Advancement	6	30	0	36	\$167,203	\$226,290	\$4,223,000	\$4,616,493
Enrollment	7	47	0	54	\$508,854	\$37,323	\$37,705	\$583,882
Student Life	5	4	0	9	\$53,434	\$0	\$0	\$53,434
Information Technology Services	1	17	0	18	\$437,033	\$0	\$4,180	\$441,213
Academic Affairs	3	30	0	33	\$2,455,098	\$0	\$402,116	\$2,857,214
<b>Lean Project Total - MU</b>	<b>130</b>	<b>1846</b>	<b>10</b>	<b>1,986</b>	<b>\$56,823,704</b>	<b>\$36,902,307</b>	<b>\$14,538,662</b>	<b>\$108,264,673</b>

\* no longer track Procurement realized as a separate category

MU-Lean Project Changes since 11-01-21 report					Newly Completed Projects since 11-01-21 report			
Division	Newly Active	Newly Completed	Newly Future	New Total	New Cost Avoidance	New Cost Reduction	New Revenue Generated	New Total
Finance and Business Services*	-8	22	0	14	\$113,456	\$3,434,790	\$29,700	\$3,577,946
President	0	0	0	0	\$0	\$0	\$0	\$0
Advancement	0	0	0	0	\$0	\$0	\$0	\$0
Enrollment	0	0	0	0	\$0	\$0	\$0	\$0
Student Life	0	0	0	0	\$0	\$0	\$0	\$0
Information Technology Services	0	0	0	0	\$0	\$0	\$0	\$0
Academic Affairs	-1	0	0	-1	\$0	\$0	\$0	\$0
<b>Lean Project Total - MU</b>	<b>-9</b>	<b>22</b>	<b>0</b>	<b>13</b>	<b>\$113,456</b>	<b>\$3,434,790</b>	<b>\$29,700</b>	<b>\$3,577,946</b>



## FINAL SUMMARY – SERIES 2022A BOND ISSUE

**Pricing: January 13, 2022**  
**Initial Closing: February**  
**Final Closing: June 7, 2022**

**TOTAL PAR AMOUNT: \$47,935,000**

### **SERIES 2022A TAX-EXEMPT BONDS:**

<b>PAR AMOUNT SERIES 2012 REFINANCING:</b>	<b>\$56,445,000</b>
<b>INTEREST RATE (all-inclusive true interest cost):</b>	<b>1.876%</b>
<b>ESTIMATED REFUNDING SAVINGS:</b>	<b>\$7,127,864</b>

<b>MOODY'S CREDIT RATING:</b>	<b>Aa3</b>	<b>(Affirmed)</b>
-------------------------------	------------	-------------------

<b>FITCH'S CREDIT RATING:</b>	<b>AA</b>	<b>(Affirmed)</b>
-------------------------------	-----------	-------------------

<b>SR. MANAGING UNDERWRITER:</b>	<b>RBC Capital Markets</b>
----------------------------------	----------------------------

<b>CO-MANAGERS:</b>	<b>Wells Fargo Securities</b>
---------------------	-------------------------------

<b>FINANCIAL ADVISOR:</b>	<b>Blue Rose Capital Advisors</b>
---------------------------	-----------------------------------

<b>BOND COUNSEL:</b>	<b>Dinsmore &amp; Shohl</b>
----------------------	-----------------------------

<b>UNDERWRITER'S COUNSEL:</b>	<b>Thompson Hine</b>
-------------------------------	----------------------

<b>TRUSTEE:</b>	<b>Bank of New York Mellon Trust Co</b>
-----------------	---

**2022A BOND ISSUE  
SOURCES AND USES OF FUNDS**

**SOURCES OF FUNDS**

Par amount of Series 2022A bonds	\$47,935,000.00
Issuance premium received	<u>9,980,557.15</u>
Total Sources	\$57,915,557.15

**USES OF FUNDS**

Current Refunding of Series 2012 Bonds	\$57,525,656.25
Underwriter's fee	162,853.75
Other costs of issuance	<u>226,766.75</u>
	389,620.50
Total Uses	\$57,915,557.15

# Miami University, Ohio



## Ratings

Long-Term Issuer Default Rating	AA
---------------------------------	----

## New Issue

\$47,620,000 Miami University General Receipts Revenue and Refunding Bonds, Series 2022A	AA
--	----

## Outstanding Debt

Miami University General Receipts Revenue Bonds	AA
---	----

## Rating Outlook

Stable

## Applicable Criteria

Public Sector, Revenue-Supported Entities Rating Criteria (September 2021)

U.S. Public Finance College and University Rating Criteria (November 2021)

## Related Research

Fitch Rates Miami University, OH's Series 2022A Revs 'AA'; Outlook Stable (January 2022)

## New Issue Summary

**Sale Date:** Week of Jan. 10, 2022

**Series:** Miami University General Receipts Revenue and Refunding Bonds, Series 2022A

**Purpose:** To current refund (on a forward settlement basis) the outstanding series 2012 bonds for savings and pay costs of issuance.

**Security:** A pledge of the university's general receipts, made up primarily of tuition and fees, net auxiliary revenues, revenues from educational activities, unrestricted gifts and investment income.

The 'AA' Issuer Default Rating (IDR) and bond ratings reflect Miami University's very strong credit quality and stable overall performance through pandemic-driven revenue pressures. The university maintains strong student demand, with very high student quality and a broad geographic draw. Its robust financial flexibility, anchored in excellent expense management and a very strong balance sheet, position it well to manage through potential further disruptions related to the new coronavirus variant.

The university maintained its historically strong cash flow, despite relatively sharp tuition and auxiliary revenue reductions, in fiscal 2021 (year ended June 30), through a combination of proactive expense adjustments and extraordinary relief aid. Enrollment also rebounded slightly in fall 2021, after an approximately 5% decline in fall 2020, and management believes the university is poised to recover fully over the next one to two years.

Miami's large resource base, which has grown notably due to strong recent investment returns, and strong debt service coverage, offset its relatively high debt load. Now-moderate capital needs, after years of significant planned investments, and a front-loaded debt structure give the university meaningful capacity to reduce leverage and absorb unexpected operating stress.

## Key Rating Drivers

**Revenue Defensibility: 'a'; Strong Fundamental Demand Balances Long-Term Revenue Pressures:** Miami maintains a strong market position and solid student demand, as evident in its historically stable enrollment, wide geographic draw and very high student quality. Its revenue base is concentrated (typically over 75%) in net tuition and auxiliary fees, which experienced sharp pandemic-driven losses in fiscal 2021, driven by lower housing occupancy and a drop in international students.

Normalized fall 2021 housing occupancy and early signs of improving nonresident and international enrollment for fall 2022, while still potentially subject to near-term disruption, indicate likely recovery in these revenues over time.

The 'a' Revenue Defensibility assessment, despite historical metrics potentially supporting a stronger level, also incorporate long-term revenue growth prospects somewhat below the university's very strong historical growth rates. Challenges include declining regional high school population trends, increasing international competition and pricing constraints of Miami's tuition guarantee program. Fitch Ratings, nevertheless, expects the university to maintain strong revenue prospects based on its very strong fundamental demand, continuing strategic investments in key high-demand programs, and diversification of nonresident and international recruiting.

**Operating Risk: 'aa'; Excellent Expense Management; Moderating Capex Needs Provide Flexibility:** The university has a track record of exceptional expense management and long-range planning that drive excellent and consistent cash flow. Cost initiatives, including acceleration of a pre-existing multiyear cost-reduction plan and rapid additional adjustments, and extraordinary federal and passed-through state aid, largely mitigated pandemic-driven revenue losses and resulted in stable fiscal 2021 performance.

## Analysts

Tipper Austin  
+1 212 908-9199  
[tipper.austin@fitchratings.com](mailto:tipper.austin@fitchratings.com)

Susan Carlson  
+1 312 368-2092  
[susan.carlson@fitchratings.com](mailto:susan.carlson@fitchratings.com)



Long-term cash flow margins may settle slightly below historical levels (typically above 20%), but Fitch expects the university to sustain cash flow margins around 15% or better. Capital spending needs are manageable after a period of significant investment. Beyond strategic academic projects funded with recent bond proceeds, gifts and state funds, the university has strong flexibility to defer or reduce capex as needed.

**Financial Profile: 'aa'; Large Resource Base Offsets Debt Load:** Miami University's financial position has improved steadily over time due to excellent cash flow and from favorable investment returns. Its solid resource base and ample operating liquidity provide a strong cushion to weather both longer-term changes in its operating environment and potential near-term stress related to the continuing pandemic. Available funds (AF; university and foundation cash and investments not permanently restricted) equaled a strong 107% of adjusted debt (including Fitch-adjusted pension liabilities) as of June 30, 2021, up from 76% as of June 30, 2020, due primarily to investment returns exceeding 30%.

Miami's financial position should be sustainable through potential heightened investment market volatility, further pandemic-related disruptions and longer-term revenue pressures. Through a stress case analysis incorporating these factors, Fitch expects the university to have ample financial flexibility to maintain AF to adjusted debt at 70%–80%, or stronger, in line with historical levels.

**Asymmetric Additional Risk Consideration: Neutral;** No asymmetric additional risk considerations affected the ratings.

### Rating History (General Receipts Revenue Bonds)

Rating	Action	Outlook/ Watch	Date
AA	Affirmed	Stable	1/4/22
AA	Assigned	Stable	10/24/11

## Rating Sensitivities

### Factors that could, individually or collectively, lead to positive rating action/upgrade:

- AF to adjusted debt sustainably in excess of about 120% through plausible stress assumptions.
- Maintenance of stable enrollment and very strong demand profile, with normalization of auxiliary occupancy and nonresident and international student trends driving a return to steady net student revenue growth.

### Factors that could, individually or collectively, lead to negative rating action/downgrade:

- Prolonged and severe enrollment challenges or major auxiliary revenue disruptions that are not substantially offset by additional funding or expense reductions.
- Sustained weakening of cash flow margins below about 12%–15%.
- Deterioration of Miami's leverage position such that AF to adjusted debt falls consistently below about 55%, whether due to severe investment losses, operating stress or significant unexpected borrowing.

## Credit Profile

Miami University is the second oldest public university in the state of Ohio; it opened in 1824. The university serves nearly 20,000 students, primarily traditional full-time undergraduates and approximately 40% from outside Ohio, at its well-maintained main campus in Oxford, OH. The university serves approximately 23,000 students across the Oxford campus, regional campuses in Hamilton and Middletown, OH, a learning center in West Chester, OH and a campus in Luxembourg.

## Revenue Defensibility

### Strong Fundamental Demand Supports Enrollment Recovery

Despite short-term pandemic-related pressures, Fitch expects Miami's strong fundamental demand will support substantial enrollment and revenue recovery over the next one to two years based on its strong market position and academic reputation. Strong student demand is evident in the university's historically stable enrollment, wide geographic draw and very strong student quality and outcomes.

The university has historically maintained generally stable or incrementally growing pre-pandemic enrollment. While admissions metrics are more moderate, we consider Miami's demand stronger than metrics might suggest. Moderate acceptance rates ranging from 65% to 80% and matriculation rates generally just below 20% (both somewhat weaker through the pandemic) reflect some self-selection among well-prepared Ohio resident applicants and competition for nonresident students with other very highly regarded institutions. Consistent and very high student quality with strong retention and graduation rates further indicate Miami's strong market position. Miami's decision to remain test-optional through at least fall 2022 should have no effect on student quality.

### **Auxiliary Revenues Rebounding from Sharp Pandemic Declines**

Enrollment and auxiliary revenues had begun to recover as of fall 2021 (fiscal 2022), and Fitch expects effectively full recovery over the next one to two years based on Miami's demand profile. FTE enrollment at Oxford recovered approximately 2% in fall 2021 after falling about 4% in fall 2020. Aggregate enrollment losses have been somewhat concentrated in higher-paying domestic and international nonresident students, so net tuition revenue fell by a larger 12% in fiscal 2021 and will likely remain somewhat below historical levels for the near term.

The university accepted slightly higher numbers of resident students in fall 2021 to balance the effect of lower nonresident enrollment. Fitch expects the university's fundamental demand profile will support recovery of nonresident and international enrollment, as suggested by preliminary fall 2022 data and consistent with strategies to diversify international recruiting beyond China and to invest in targeted U.S. states. However, improvement will likely be a multiyear process and is subject to heightened potential for disruption related to new coronavirus variants and the continuing pandemic.

While net tuition revenue is the university's single largest revenue source (53%), auxiliary net revenues (11% in fiscal 2021 but typically above 20%) were particularly hard-hit, falling over 40% YoY in fiscal 2021 and essentially matching net tuition revenue losses. However, operations have largely normalized for fall 2021. Fiscal 2022 revenues should improve materially based on a return to mainly in-person instruction, relaxed density restrictions and a rebound in housing occupancy to about 97% from 58% the prior year.

### **Slower Long-Term Revenue Growth Likely**

The 'a' Revenue Defensibility assessment, despite student demand that could potentially support a stronger assessment, also reflects an expectation that long-term revenue growth will be somewhat lower than more rapid pre-pandemic growth trends. When the pandemic eventually subsides, the university still faces challenging underlying regional population trends, with declining numbers of high school graduates; international demand still subject to increasing competition; and in-practice constraints on tuition increases through Miami's affordability-focused Tuition Promise program, which guarantees incoming students flat tuition, room and board, and other fee rates for four years.

Fitch expects Miami can still achieve moderate, incremental revenue growth over time, as strategic planning has focused for several years on addressing these challenges, and management has a strong execution track record. In addition to moderate price increases for each cohort, specific growth initiatives are focused on investment in high-demand academic programs, including clinical health sciences, data science and digital innovation, and expansion and diversification of international recruiting.

### **Other Revenue Sources Supportive but Secondary**

Other revenue sources including state appropriations (Ohio: AA+/Stable; 13% of revenue), gifts and investment returns help support and stabilize Miami's revenue base, but these sources are unlikely to fully counter potential volatility in net student fee revenues. State operating appropriations ultimately increased slightly for fiscal 2021 after restoration of a budgeted reduction and again for fiscal 2022. Fitch expects state support will be generally flat. Fundraising efforts have the potential to be more supportive over time, and the university raised over \$485 million through November 2021 in the silent phase of its current \$1 billion campaign.

## Operating Risk

### Strong Expense Management Mitigates Pandemic's Budget Impact

Miami continues to demonstrate very strong and proactive expense management through the pandemic, positioning itself to maintain financial strength, even through potential additional disruption. At the onset of the pandemic, Miami had already begun a multiyear cost reduction initiative, originally planned to prepare for likely slower long-term revenue growth prospects. The university decided in February 2020 to accelerate that plan, and it quickly made further budget adjustments as necessary over fiscal years 2020 and 2021 in response to the pandemic.

The university made significant permanent and temporary spending adjustments, including some staffing reductions, but did not aim to fully offset nonrecurring revenue losses in the interest of recovering quickly as conditions improve. Management estimates the pandemic's gross financial impact over fiscal years 2020 and 2021 at over \$180 million between auxiliary refunds, lost revenue and additional costs, but the university was largely able to offset losses through expense adjustments and about \$53 million of extraordinary institutional aid (excluding awards to be granted directly to students) for pandemic relief.

Miami was able to maintain a Fitch-adjusted cash flow margin of 21% in fiscal 2021, in line with its historically strong performance, while leaving it in a position to ramp back up in fall 2021 as conditions and auxiliary utilization improved. The university maintains strong expense flexibility, and Fitch expects management's proactive budgeting and planning approach to allow it to respond effectively in the event the new variant causes significant further disruption.

### Continued Very Strong Margins Expected

Miami has historically generated robust and steady Fitch-adjusted cash flow, with margins ranging from 19% to 22% over the prior five years through fiscal 2019. Results have remained very strong amid the pandemic, with cash flow margins of 18% in fiscal 2020 and 21% in fiscal 2021 (including extraordinary pandemic aid), despite sharp revenue pressure, and Fitch expects Miami to maintain very strong financial performance as enrollment and auxiliary revenues rebound.

Over time, we expect Miami will maintain very strong financial performance, but with margins slightly below its historical levels. The university was already planning for modest margin compression related to long-term revenue pressures before the outbreak of the pandemic. Still, Fitch expects Miami can maintain very strong cash flow margins of around 15%, or likely better, over time. This cash flow level, in context of management's track record of very strong cost management and long-term planning, would still support the 'aa' Operating Risk assessment and the current rating level.

### Heavy Prior Capital Investment Now Provides Flexibility

Capital spending needs are manageable, with significant flexibility to reduce or defer future projects if needed. Miami invested heavily in recent years, especially to replace and renovate its housing and dining facilities to support its competitive positioning and its residency requirement for freshmen and sophomores. The university accelerated the last debt-funded phase of the housing and dining plan with the series 2017 issuance; capex totaled about 270% of depreciation between 2015 and 2019 and reduced Miami's average age of plant to about 12 years from 14 years over that period.

Capex was already slowing prior to the pandemic, and the remainder of the housing and dining plan - typically one renovation per year - is very manageable from internal cash flow and is flexible depending on demand over time. The university also delayed projects late in fiscal 2020 and in 2021 in response to the pandemic, reducing 2021 capex temporarily to 33% of depreciation.

Major projects going forward are focused on strategic academic investments supported by at least some state or donor funding. The university's two largest current academic projects supporting clinical health and data sciences programs are being financed with a mix of series 2020A bond proceeds, donor support, state capital funding and university cash flow. Strong fundraising is expected to support capital plans over time, and the current \$1 billion campaign is focused on a combination of capital needs and operating support including scholarships.

## Financial Profile

### Strong Resource Base Enhanced by Recent Investment Returns

Miami's resource base, with approximately \$1.6 billion of total investment assets and \$1.3 billion of AF across the university and foundation, provides strong flexibility to manage through potential further pandemic-related disruptions and likely longer-term revenue pressures. AF improved materially to \$1.3 billion as of June 30, 2021 from \$880 million as of June 30, 2020, and AF to adjusted debt improved dramatically to 107% from 76% over this period, driven largely by investment returns exceeding 30% for the year. Fitch expects that the university can maintain a leverage position solidly in line with the current rating, with AF to adjusted debt stabilizing around 70%-80%, or better, even through stress scenarios contemplating heightened investment volatility and temporarily weaker cash flow due to further pandemic-related disruption.

### Rapid Debt Amortization

The university's Fitch-adjusted debt of \$1.2 billion at fiscal year-end 2021 consisted of \$715 million of fixed-rate general receipts bonds, unamortized premium and capital leases, and \$494 million of Fitch-adjusted net pension liability. The university's front-loaded debt structure should also support an improving leverage position; Miami is scheduled to amortize \$182 million, or 29% of outstanding debt (excluding premium), over the next five years with no material additional debt plans.

### Strong Liquidity and Coverage

Liquidity and debt service coverage remain sound and present no asymmetric risk to the university's financial profile. AF covered operating expenses by a strong 243% in fiscal 2021. Robust cash flow generated solid debt service coverage of 1.8x in 2021, and coverage should return to around 2.0x or better over time, despite relatively rapid debt amortization.

## ESG Considerations

Unless otherwise disclosed in this section, the highest level of ESG credit relevance is a score of '3'. This means ESG issues are credit-neutral or have only a minimal credit impact on the entity, either due to their nature or the way in which they are being managed by the entity. For more information on Fitch's ESG Relevance Scores, visit [www.fitchratings.com/esg](http://www.fitchratings.com/esg).

## Demand Summary

(Fall Semester of Fiscal Years Ended June 30)	2018	2019	2020	2021	2022
<b>Headcount</b>					
Oxford — Undergraduate	17,147	17,327	17,246	16,522	17,003
Oxford — Graduate	2,553	2,607	2,470	2,358	2,261
<b>Oxford Subtotal</b>	<b>19,700</b>	<b>19,934</b>	<b>19,716</b>	<b>18,880</b>	<b>19,264</b>
Other Locations — Undergraduate	4,710	4,472	4,381	4,091	3,781
Other Locations — Graduate	14	10	1	0	0
<b>Total Headcount Enrollment</b>	<b>24,424</b>	<b>24,416</b>	<b>24,098</b>	<b>22,971</b>	<b>23,045</b>
Total Undergraduate / Total Headcount Enrollment (%)	89.5	89.5	89.5	89.5	89.5
<b>Full-Time Equivalent (FTE)</b>					
Oxford — Undergraduate	17,519	17,632	17,542	16,722	17,070
Oxford — Graduate	1,143	1,143	1,100	1,110	1,067
<b>Oxford Subtotal</b>	<b>18,662</b>	<b>18,775</b>	<b>18,642</b>	<b>17,832</b>	<b>18,137</b>
Other Locations	3,621	3,493	3,452	3,245	2,973
<b>Total FTE Enrollment</b>	<b>22,283</b>	<b>22,268</b>	<b>22,094</b>	<b>21,077</b>	<b>21,110</b>
Five-Year FTE Enrollment CAGR (%)	6.0	5.7	0.6	(0.6)	(1.0)
<b>Admissions – Oxford</b>					
Freshman Applications	30,255	30,126	28,920	28,471	29,990
Freshman Admissions	20,635	22,459	23,248	24,684	26,571
Acceptance Rate (%)	68.2	74.6	80.4	86.7	88.6
Freshman Matriculants	3,822	3,936	4,309	3,824	4,519
Matriculation Rate (%)	18.5	17.5	18.5	15.5	17.0
<b>Student Data</b>					
In-State Undergraduate Student (%)	55.0	55.0	57.0	59.0	61.0
Out-of-State Undergraduate Student (%)	45.0	45.0	43.0	41.0	39.0
Freshmen to Sophomore Year Retention Rate (%)	90.8	91.9	89.0	88.9	–
<b>Annual Undergraduate Cost of Attendance (\$)</b>					
Tuition	12,412	12,594	13,126	13,388	13,790
Mandatory Fees	2,546	2,784	3,063	2,835	2,914
Room & Board	13,202	13,861	14,125	14,369	14,921
<b>Total</b>	<b>28,160</b>	<b>29,239</b>	<b>30,314</b>	<b>30,592</b>	<b>31,625</b>

Source: Fitch Ratings, Fitch Solutions, Miami University (OH).

## Financial Ratios

(Audited Fiscal Years Ended June 30)	2017	2018	2019	2020	2021
<b>Revenue Diversity (% Operating Revenues)</b>					
Tuition	57.0	56.8	56.5	57.1	53.4
Student Fees (Tuition & Auxiliary Revenues)	78.8	77.7	77.9	74.8	64.4
Total Grants & Contracts	5.2	5.4	5.2	7.3	13.7
State Appropriations	11.7	11.4	11.2	11.4	12.9
Gifts & Contributions	2.5	4.0	3.8	4.8	7.6
<b>Expense Ratios (% Operating Expenses)</b>					
Instruction	32.3	35.2	30.4	28.4	36.5
Research	2.1	2.4	2.1	1.9	2.2
Operation & Maintenance of Plant	5.3	6.0	4.8	4.3	5.1
Depreciation	8.6	10.9	9.8	10.2	13.9
Interest	4.2	4.9	4.0	3.7	5.2
<b>Financial Aid Ratios</b>					
Tuition Discounting (%)	20.3	20.2	21.3	22.1	29.8
Net Tuition & Fees (\$000)	374,754	383,868	384,289	380,804	334,197
Change in Net Tuition & Fees (%)	6.8	2.4	0.1	(0.9)	(12.2)
Net Tuition Revenue / FTE (\$)	16,912	17,227	17,257	17,236	15,856
Change in Net Tuition Revenue / FTE (%)	4.5	1.9	0.2	(0.1)	(8.0)
Five-Year Net Tuition Revenue per FTE Enrollment CAGR (%)	(0.3)	(0.2)	(1.5)	1.9	(0.4)
<b>Operating Performance Ratios (%)</b>					
Adjusted Operating Margin	4.8	18.9	4.0	(2.5)	15.2
Cash Flow Margin - Adjusted	21.5	21.1	19.1	17.9	20.7
Capital Expenditures as % of Depreciation	283.4	246.8	186.8	117.8	33.3
Average Age of Plant (Years)	12.6	12.2	12.4	12.2	12.4
<b>Balance Sheet Ratios (%)</b>					
Available Funds / Operating Expenses	124.3	156.0	138.3	128.7	243.2
Available Funds / Long-Term Debt	107.2	123.3	136.9	140.8	180.6
Available Funds / Adjusted Debt	55.1	69.7	74.4	75.7	106.8
<b>Debt Ratios</b>					
Current Debt Service Coverage (x)	2.6	2.3	2.0	1.9	1.8
Current Debt Burden (Debt Service as a % of Revenue)	8.2	9.2	9.2	9.1	11.3
Variable Rate Bonds as % of Total Bonds	0.0	0.0	0.0	0.0	0.0

Note: Fitch may have reclassified certain financial statement items for analytical purposes.

Source: Fitch Ratings, Fitch Solutions, Miami University (OH).

## Financial Summary

(\$000, Audited Fiscal Years Ended June 30)	2017	2018	2019	2020	2021
<b>Operating Revenues</b>					
Gross Tuition & Fees	470,070	481,191	488,244	488,549	476,155
Less: Student Aid	95,316	97,323	103,955	107,745	141,958
<b>Net Tuition &amp; Fees (\$000)</b>	<b>374,754</b>	<b>383,868</b>	<b>384,289</b>	<b>380,804</b>	<b>334,197</b>
Sales & Services of Auxiliary Enterprises	143,452	140,921	144,923	118,050	68,618
Federal Grants & Contracts	28,243	30,597	28,792	42,665	76,519
State / Local Grants & Contracts	2,754	3,085	3,283	3,235	4,688
Other Grants & Contracts	2,902	2,912	3,211	2,652	4,210
State Appropriations	77,063	76,832	76,277	75,959	80,405
Gifts & Contributions	16,578	27,266	26,035	31,766	47,240
All Other Operating Revenues	11,799	10,260	12,862	11,746	9,828
<b>Total Operating Revenue</b>	<b>657,545</b>	<b>675,741</b>	<b>679,672</b>	<b>666,877</b>	<b>625,705</b>
<b>Operating Expenses</b>					
Instruction	202,296	193,026	198,420	193,920	193,715
Academic Support	60,593	61,220	63,369	61,664	52,538
Institutional Support	55,746	60,056	64,670	61,607	61,796
Student Services	31,974	28,603	29,328	29,910	22,760
Public Service	3,396	2,721	2,758	1,979	6,281
Research	13,230	13,038	13,391	13,066	11,608
Auxiliary Enterprises	113,921	113,971	107,147	100,158	70,739
Student Aid	21,639	20,394	28,734	45,880	43,708
Operation & Maintenance of Plant	33,344	32,666	31,264	29,300	27,230
Depreciation	54,027	59,810	63,613	69,782	73,794
Interest Expense	26,455	26,725	26,172	25,343	27,665
Pension and OPEB Expense	—	(74,847)	9,368	32,156	(68,867)
All Other Operating Expenses	9,351	10,460	14,032	18,764	7,823
<b>Total Operating Expense</b>	<b>625,971</b>	<b>547,843</b>	<b>652,266</b>	<b>683,529</b>	<b>530,790</b>
<b>Change in Net Assets from Operations</b>	<b>31,575</b>	<b>127,898</b>	<b>27,406</b>	<b>(16,652)</b>	<b>94,915</b>
<b>Non-Operating Revenues/(Expenses)</b>					
Realized & Unrealized Gain/(Loss) on Investments	43,579	29,764	27,604	8,884	184,017
Additions to Permanent Endowment	456	2,644	1,627	759	690
Capital Appropriations	2,004	16,433	20,308	8,204	247
Capital Grants & Gifts	4,627	4,895	7,958	1,880	1,578
Other Non-Operating Revenues (Expenses)	1,487	2,914	(2,931)	2,436	1,061
<b>Total Non-Operating Revenue (Expense)</b>	<b>52,153</b>	<b>56,650</b>	<b>54,566</b>	<b>22,163</b>	<b>187,593</b>
<b>Change in Net Assets</b>	<b>83,728</b>	<b>184,548</b>	<b>81,972</b>	<b>5,511</b>	<b>282,508</b>
Adjusted Change in Net Assets from Operations	31,575	127,898	27,406	(16,652)	94,915
Add: Interest Expense	26,455	26,725	26,172	25,343	27,665
Add: Pension Expense	48,907	(48,438)	51,933	50,680	27,459
Add: Depreciation Expense	54,027	59,810	63,613	69,782	73,794
Less: Pension Contributions	23,245	23,577	24,700	24,997	22,585
Add: Non-Cash OPEB Expenses	—	(3,043)	(18,569)	13,057	(72,750)
<b>Cash Flow</b>	<b>137,718</b>	<b>139,375</b>	<b>125,855</b>	<b>117,213</b>	<b>128,498</b>
Adjusted Change in Net Assets from Operations	31,575	127,898	27,406	(16,652)	94,915
Add: Interest Expense	26,455	26,725	26,172	25,343	27,665
Add: Pension Expense	48,907	(48,438)	51,933	50,680	27,459
Add: Depreciation Expense	54,027	59,810	63,613	69,782	73,794

## Financial Summary

(\$000, Audited Fiscal Years Ended June 30)	2017	2018	2019	2020	2021
Less: Total Pension Service Cost	19,804	20,345	20,466	22,754	21,432
Add: Non-Cash OPEB Expenses	—	(3,043)	(18,569)	13,057	(72,750)
<b>Cash Flow — Adjusted</b>	<b>141,159</b>	<b>142,607</b>	<b>130,089</b>	<b>119,456</b>	<b>129,651</b>
Current Debt Service	53,952	61,922	62,303	60,678	70,838
<b>Balance Sheet — Assets</b>					
Cash & Cash Equivalents	52,842	83,080	111,144	115,130	209,247
Investments	715,944	760,765	792,640	775,506	1,015,293
<b>Total Cash &amp; Investments</b>	<b>768,786</b>	<b>843,845</b>	<b>903,784</b>	<b>890,636</b>	<b>1,224,540</b>
Property, Plant & Equipment, Gross	1,945,077	2,085,521	2,194,029	2,238,092	2,264,444
Less: Accumulated Depreciation	678,771	729,795	787,751	847,929	914,187
<b>Property, Plant &amp; Equipment, Net</b>	<b>1,266,306</b>	<b>1,355,726</b>	<b>1,406,278</b>	<b>1,390,163</b>	<b>1,350,257</b>
<b>Balance Sheet — Liabilities &amp; Net Assets</b>					
Fixed Rate Bonds Payable	671,655	641,815	610,365	578,519	624,774
Capitalized Leases	2,282	2,157	1,880	1,761	3,996
<b>Total Long-Term Debt</b>	<b>725,497</b>	<b>693,179</b>	<b>659,128</b>	<b>624,838</b>	<b>714,691</b>
Fitch Adjusted Net Pension Liability (NPL, UAAL)	686,745	533,256	553,859	536,843	494,414
Fitch-Capitalized Operating Lease Liability	0	0	0	0	0
<b>Debt Equivalents</b>	<b>686,745</b>	<b>533,256</b>	<b>553,859</b>	<b>536,843</b>	<b>494,414</b>
<b>Adjusted Debt</b>	<b>1,412,242</b>	<b>1,226,435</b>	<b>1,212,987</b>	<b>1,161,681</b>	<b>1,209,105</b>
Unrestricted Net Assets	284,490	310,349	349,055	328,707	590,541
Invested In Capital	682,581	710,249	748,383	764,897	737,246
Restricted Net Assets — Non-Expendable (Fitch-Adjusted)	91,156	95,227	98,579	95,382	114,233
Restricted Net Assets — Expendable (Fitch-Adjusted)	41,966	60,503	62,283	74,825	104,299
<b>Total Net Assets</b>	<b>1,100,194</b>	<b>1,176,328</b>	<b>1,258,300</b>	<b>1,263,811</b>	<b>1,546,319</b>
<b>Balance Sheet — Resources &amp; Liquidity</b>					
Available Funds (AF)	677,630	748,618	805,205	795,254	1,110,307
Foundation AF	100,323	106,122	97,117	84,500	180,663
<b>Total AF (University &amp; Foundation)</b>	<b>777,954</b>	<b>854,740</b>	<b>902,322</b>	<b>879,754</b>	<b>1,290,970</b>
<b>Statement of Cash Flows</b>					
Depreciation	54,027	59,810	63,613	69,782	73,794
Net Cash Generated (Used) in Operating Activities	31,732	19,260	14,054	(22,131)	(76,476)
Additions of PP&E/Capital Assets	153,137	147,632	118,823	82,175	24,583
Payments on Bonds Payable	77,807	29,964	31,727	31,965	159,027
Cash Paid for Interest	29,492	31,958	30,576	28,713	37,510
<b>Pension Plans</b>					
Total Pension Liability (TPL, AAL)	1,435,079	1,423,571	1,417,570	1,539,391	1,454,946
Fiduciary Net Position (FNP, AVA)	1,029,104	1,137,000	1,079,955	1,231,311	1,181,281
Fitch Adjusted Total Pension Liability (TPL, AAL)	1,715,850	1,670,012	1,633,683	1,767,281	1,674,407
Fitch Adjusted Net Pension Liability (NPL, UAAL)	686,745	533,256	553,859	536,843	494,414
Fitch Adjusted Ratio of Assets to Liabilities (FNP/TPL, AVA/AAL) (%)	60.0	68.1	66.1	69.7	70.5
Net Pension Expense	48,907	(48,438)	51,933	50,680	27,459
Pension Contributions	23,245	23,577	24,700	24,997	22,585
Pension Service Cost	19,804	20,345	20,466	22,754	21,432

Note: Fitch may have reclassified certain financial statement items for analytical purposes.  
Source: Fitch Ratings, Fitch Solutions, Miami University (OH).



## Key Definitions

Term	Definition	Significance
Issuer Default Rating (IDR)	An expression of overall enterprise risk and relative vulnerability to default.	Provides an opinion on the relative ability of an entity to meet financial commitments, expressed as an ordinal measure of credit risk.
Base Case	The expected forward-looking case in the current macroeconomic environment.	Provides the analytical starting point in the forward-looking analysis, and also informs the stress case.
Stress Case	Forward-looking performance under a common set of assumptions.	Illustrates how cycles affect individual institutions differently, and informs the level of rating stability and credit resiliency.
Adjusted Debt	Total long-term debt + unfunded pension liability + an operating lease expense multiple	Provides an inclusive evaluation of total long-term liabilities.
Available Funds	Cash + investments - permanently restricted net assets (including those of closely related foundations and endowments)	Provides an absolute measure of total balance sheet resources. Excludes bond proceeds.
Adjusted Operating Margin (%)	(Total adjusted operating revenue - total operating expense)/total adjusted operating revenue	Provides an operating performance measure inclusive of the endowment income available in operations.
Cash Flow	Adjusted change in unrestricted net assets from operations + depreciation + amortization + interest expense + pension expense - pension contribution + non-cash OPEB expense + other non-cash expenses	Indicates the absolute level of resources available to service debt obligations after the payment of cash-based operating expenses. Adjusted for non-recurring/extraordinary items.
Cash Flow - Adjusted	Adjusted change in unrestricted net assets from operations + depreciation + amortization + interest expense + non-cash OPEB expense + other non-cash expenses + pension expense - proportionate pension service cost	Indicates the level of operating efficiency, using the level of an institution's operating surplus (or deficit) available to cover all of its annual outlays.
Debt Service Coverage	Cash flow/current debt service	Indicates the net income available to meet annual debt service requirements.
Average Age of Plant	Accumulated depreciation/depreciation expense	Provides an indication of the condition of the physical operating plant, and the level of needed reinvestment.
Capital Expenditures as % of Depreciation	Net acquisitions of property plant and equipment/depreciation expense	Indicates the level of investment in physical plant over time, which informs the need for future investment.

Source: Fitch Ratings.

The ratings above were solicited and assigned or maintained at the request of the rated entity/issuer or a related third party. Any exceptions follow below.

#### DISCLAIMER & DISCLOSURES

All Fitch Ratings (Fitch) credit ratings are subject to certain limitations and disclaimers. Please read these limitations and disclaimers by following this link: <https://www.fitchratings.com/understandingcreditratings>. In addition, the following <https://www.fitchratings.com/rating-definitions-document> details Fitch's rating definitions for each rating scale and rating categories, including definitions relating to default. Published ratings, criteria, and methodologies are available from this site at all times. Fitch's code of conduct, confidentiality, conflicts of interest, affiliate firewall, compliance, and other relevant policies and procedures are also available from the Code of Conduct section of this site. Directors and shareholders' relevant interests are available at <https://www.fitchratings.com/site/regulatory>. Fitch may have provided another permissible or ancillary service to the rated entity or its related third parties. Details of permissible or ancillary service(s) for which the lead analyst is based in an ESMA- or FCA-registered Fitch Ratings company (or branch of such a company) can be found on the entity summary page for this issuer on the Fitch Ratings website.

In issuing and maintaining its ratings and in making other reports (including forecast information), Fitch relies on factual information it receives from issuers and underwriters and from other sources Fitch believes to be credible. Fitch conducts a reasonable investigation of the factual information relied upon by it in accordance with its ratings methodology, and obtains reasonable verification of that information from independent sources, to the extent such sources are available for a given security or in a given jurisdiction. The manner of Fitch's factual investigation and the scope of the third-party verification it obtains will vary depending on the nature of the rated security and its issuer, the requirements and practices in the jurisdiction in which the rated security is offered and sold and/or the issuer is located, the availability and nature of relevant public information, access to the management of the issuer and its advisers, the availability of pre-existing third-party verifications such as audit reports, agreed-upon procedures letters, appraisals, actuarial reports, engineering reports, legal opinions and other reports provided by third parties, the availability of independent and competent third-party verification sources with respect to the particular security or in the particular jurisdiction of the issuer, and a variety of other factors. Users of Fitch's ratings and reports should understand that neither an enhanced factual investigation nor any third-party verification can ensure that all of the information Fitch relies on in connection with a rating or a report will be accurate and complete. Ultimately, the issuer and its advisers are responsible for the accuracy of the information they provide to Fitch and to the market in offering documents and other reports. In issuing its ratings and its reports, Fitch must rely on the work of experts, including independent auditors with respect to financial statements and attorneys with respect to legal and tax matters. Further, ratings and forecasts of financial and other information are inherently forward-looking and embody assumptions and predictions about future events that by their nature cannot be verified as facts. As a result, despite any verification of current facts, ratings and forecasts can be affected by future events or conditions that were not anticipated at the time a rating or forecast was issued or affirmed.

The information in this report is provided "as is" without any representation or warranty of any kind, and Fitch does not represent or warrant that the report or any of its contents will meet any of the requirements of a recipient of the report. A Fitch rating is an opinion as to the creditworthiness of a security. This opinion and reports made by Fitch are based on established criteria and methodologies that Fitch is continuously evaluating and updating. Therefore, ratings and reports are the collective work product of Fitch and no individual, or group of individuals, is solely responsible for a rating or a report. The rating does not address the risk of loss due to risks other than credit risk, unless such risk is specifically mentioned. Fitch is not engaged in the offer or sale of any security. All Fitch reports have shared authorship. Individuals identified in a Fitch report were involved in, but are not solely responsible for, the opinions stated therein. The individuals are named for contact purposes only. A report providing a Fitch rating is neither a prospectus nor a substitute for the information assembled, verified and presented to investors by the issuer and its agents in connection with the sale of the securities. Ratings may be changed or withdrawn at any time for any reason in the sole discretion of Fitch. Fitch does not provide investment advice of any sort. Ratings are not a recommendation to buy, sell, or hold any security. Ratings do not comment on the adequacy of market price, the suitability of any security for a particular investor, or the tax-exempt nature or taxability of payments made in respect to any security. Fitch receives fees from issuers, insurers, guarantors, other obligors, and underwriters for rating securities. Such fees generally vary from US\$1,000 to US\$750,000 (or the applicable currency equivalent) per issue. In certain cases, Fitch will rate all or a number of issues issued by a particular issuer, or insured or guaranteed by a particular insurer or guarantor, for a single annual fee. Such fees are expected to vary from US\$10,000 to US\$1,500,000 (or the applicable currency equivalent). The assignment, publication, or dissemination of a rating by Fitch shall not constitute a consent by Fitch to use its name as an expert in connection with any registration statement filed under the United States securities laws, the Financial Services and Markets Act of 2000 of the United Kingdom, or the securities laws of any particular jurisdiction. Due to the relative efficiency of electronic publishing and distribution, Fitch research may be available to electronic subscribers up to three days earlier than to print subscribers.

For Australia, New Zealand, Taiwan and South Korea only: Fitch Australia Pty Ltd holds an Australian financial services license (AFS license no. 337123) which authorizes it to provide credit ratings to wholesale clients only. Credit ratings information published by Fitch is not intended to be used by persons who are retail clients within the meaning of the Corporations Act 2001.

Fitch Ratings, Inc. is registered with the U.S. Securities and Exchange Commission as a Nationally Recognized Statistical Rating Organization (the "NRSRO"). While certain of the NRSRO's credit rating subsidiaries are listed on Item 3 of Form NRSRO and as such are authorized to issue credit ratings on behalf of the NRSRO (see <https://www.fitchratings.com/site/regulatory>), other credit rating subsidiaries are not listed on Form NRSRO (the "non-NRSROs") and therefore credit ratings issued by those subsidiaries are not issued on behalf of the NRSRO. However, non-NRSRO personnel may participate in determining credit ratings issued by or on behalf of the NRSRO.

Copyright © 2022 by Fitch Ratings, Inc., Fitch Ratings Ltd. and its subsidiaries. 33 Whitehall Street, NY, NY 10004. Telephone: 1-800-753-4824, (212) 908-0500. Fax: (212) 480-4435. Reproduction or retransmission in whole or in part is prohibited except by permission. All rights reserved.

# MOODY'S

## INVESTORS SERVICE

### CREDIT OPINION

6 January 2022

 Rate this Research

#### Contacts

Jared Brewster +1.212.553.4453  
 VP-Senior Analyst  
 jared.brewster@moodys.com

Dennis M. Gephardt +1.212.553.7209  
 VP-Sr Credit Officer  
 dennis.gephardt@moodys.com

Christopher Collins +1.212.553.7124  
 VP-Senior Analyst  
 christopher.collins2@moodys.com

#### CLIENT SERVICES

Americas 1-212-553-1653

Asia Pacific 852-3551-3077

Japan 81-3-5408-4100

EMEA 44-20-7772-5454

## Miami University, OH

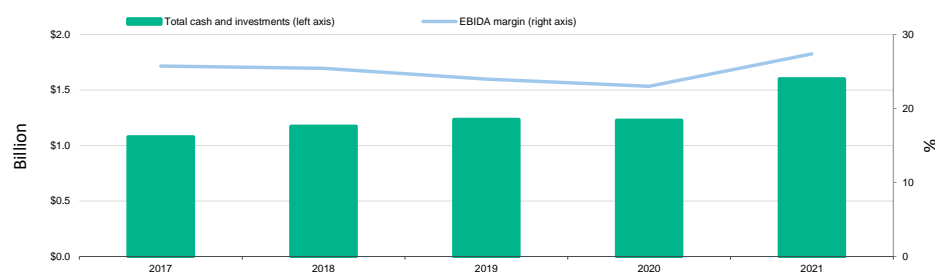
### Update to credit analysis

#### Summary

[Miami University OH's](#) ("MU"; Aa3/stable) excellent credit quality reflects its strong financial position, favorable student demand, and effective management oversight and governance. Ample monthly liquidity covers 685 days of expenses which affords significant runway to manage potential near-term operating volatility because of the pandemic. Similarly, substantial absolute wealth of \$1.6 billion contributes to the university's strong coverage of direct debt and expenses, providing substantial operating flexibility. Financial management and policy is excellent, evidenced by strong expense management and MU's response to the pandemic, with continued strong operating performance despite a very challenging environment. MU faces strong market competition for students, but we expect steady student demand given its favorable academic reputation and brand. Effective enrollment management will remain critical to credit quality because of Miami's heavy reliance on student charges to fund operations. Other credit considerations include potential exposure to a large net pension liability and limited prospects for material state funding growth.

Exhibit 1

**Miami's sizable and growing total cash and investments and very strong operating performance underpin its strong credit quality**



Source: Moody's Investor Service

## Credit strengths

- » Substantial total cash and investments totaling over \$1.6 billion in fiscal 2021, providing exceptional coverage of expenses
- » Historically favorable operating performance, illustrated by EBIDA margins in the 23%-27% range over the last five years
- » Strong financial strategy and risk management practices provided by an effective governance and administrative leadership team
- » Favorable student demand as an academically strong public university with \$626 million in operating revenue and a focus on undergraduate education
- » Excellent liquidity covering 685 days of expenses

## Credit challenges

- » Combined effects of highly competitive conditions, state pricing limitations, and weak regional high school demographics constrains net tuition revenue growth prospects
- » Limited revenue diversity for a public university with a majority of revenue coming from net student revenue from a mostly undergraduate student population
- » Potential exposure to substantial net pension liabilities contributing to a high 2.7x total adjusted debt to operating revenue

## Rating outlook

The stable outlook reflects continued steady enrollment and strong operating performance despite continued pandemic-related uncertainty and inflationary expense pressures.

## Factors that could lead to an upgrade

- » Substantial growth in absolute wealth relative to Aa2-rated universities, further strengthening coverage of total adjusted debt and operating expenses
- » Significant strengthening in strategic positioning, reflected in material improvement in student demand, fundraising, and research activity

## Factors that could lead to a downgrade

- » Severe weakening in student demand over multiple years, pressuring net tuition revenue
- » Sustained material deterioration in operating performance

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on [www.moodys.com](http://www.moodys.com) for the most updated credit rating action information and rating history.

## Key indicators

Exhibit 2

MIAMI UNIVERSITY, OH

	2017	2018	2019	2020	2021	Median: Aa Rated Public Universities
Total FTE Enrollment	21,894	22,243	22,097	21,475	21,626	30,559
Operating Revenue (\$000)	670,077	691,831	689,901	662,937	625,968	1,315,195
Annual Change in Operating Revenue (%)	3.1	3.2	-0.3	-3.9	-5.6	1.3
Total Cash & Investments (\$000)	1,078,828	1,172,791	1,235,115	1,227,544	1,601,498	1,601,876
Total Debt (\$000)	673,937	643,972	612,245	580,280	628,770	714,472
Total Cash & Investments to Total Adjusted Debt (x)	0.6	0.7	0.8	0.8	0.9	0.9
Total Cash & Investments to Operating Expenses (x)	1.9	1.9	2.0	2.0	2.9	1.2
Monthly Days Cash on Hand (x)	295	285	484	493	685	166
EBIDA Margin (%)	25.8	25.5	24.0	23.0	27.4	10.5
Total Debt to EBIDA (x)	3.9	3.7	3.7	3.8	3.7	4.7
Annual Debt Service Coverage (x)	3.2	3.1	2.9	2.7	2.8	2.9

Source: Moody's Investors Service

## Profile

Established in 1809, Miami University is a large public university recognized for its commitment to undergraduate teaching. Its main campus is in Oxford, Ohio, about 35 miles north of Cincinnati. It also maintains two regional campuses and two centers. In fall 2021, the university enrolled 21,626 full-time equivalent students, about 92% of which were enrolled at the undergraduate level. Fiscal 2021 operating revenue was a sizeable \$625 million.

## Detailed credit considerations

### Market profile: favorable undergraduate student demand despite significant market competition

MU's strong regional brand and academic reputation will continue supporting favorable student demand and its very good brand and strategic positioning. A large public university, MU enrolled 21,626 primarily undergraduate full-time equivalent students in fall 2021, up after a slight down year in fall 2020 because of pandemic-related challenges. Longer-term, the university is partly insulated against the state's declining number of high school graduates given its sizable share of out-of-state students and strong academic reputation. About 39% of full-time equivalent students were from outside of Ohio in fall 2021 at the main Oxford campus.

MU relies heavily on net student charges to fund operations, with that source historically funding over 70% of operations. Despite favorable student demand, MU will face continued net tuition revenue growth headwinds, driven by challenged in-state demographics, significant market competition, and state tuition pricing restrictions. Similar to other Ohio public universities, MU offers a tuition promise guarantee whereby tuition, fees, and room/board are fixed for eight consecutive semesters for each incoming cohort. Increases for each incoming cohort are determined by the university in accordance with state approved maximum increases. Given very strong senior leadership, we expect MU to manage potential net tuition revenue growth challenges.

### Operating performance: effective expense management and federal pandemic relief boost historically strong operating performance; normalized operations budgeted for fiscal 2022

Favorable operating performance will continue, driven by prudent budgeting and sound financial planning. Despite budgeted thinner performance in fiscal 2021 because of pandemic-related disruptions, federal pandemic relief, coupled with strong budget management, resulted in an excellent EBIDA margin of over 27% in fiscal 2021. Improved enrollment, as well as more normalized operations in fiscal 2022 will result in continued strong operating performance, barring unexpected disruptions because of the pandemic.

After years of slight state funding declines, MU received a 5.8% increase in fiscal 2021 over the prior year, but management does not anticipate material additional support in the coming years. While credit negative, MU is better positioned to manage pressured state

funding growth given its very low reliance on state funding at just 13% in fiscal 2021. Favorably, the state has provided capital support in the past, contributing \$47 million to the university over the last five years.

#### **Wealth and liquidity: substantial wealth and liquidity provides significant operational flexibility**

Substantial absolute wealth and liquidity will continue growing through philanthropy, retained cash flow from operations, and a conservative endowment spend below 5%. In fiscal 2021, total cash and investments grew by over 30%, surpassing \$1.6 billion, driven by strong investment returns and solid gift support. Total cash and investments provides excellent coverage of expenses at 2.9x.

Fundraising is comparable to similarly rated peers with three-year average gift support of nearly \$40 million.

#### **Liquidity**

MU's liquidity will remain favorable because of continued strong cash flow from operations and conservative financial management practices. Available monthly liquidity totaled over \$905 million in fiscal 2021 and provided a very strong 685 monthly days cash.

#### **Leverage: financial reserves provide strong coverage of total debt, but significant pension exposure significantly weakens coverage of total adjusted debt**

MU's overall leverage profile remains sound, with excellent debt service coverage offset partly by exposure to the state's pension plan. In fiscal 2021, annual debt service coverage was a strong 2.9x. (MU's five-year annual average debt service coverage is 2.94x.) This is especially strong given the university's debt structure which is regularly amortizing with rapid debt pay down.

Exposure to the State of Ohio's pension plan materially weakens MU's leverage profile, which is very strong when comparing to only direct debt. Total cash and investments cover total adjusted debt 0.9x, while covering direct debt nearly 2.6x. Total adjusted debt to operating revenue is a very high 2.7x, while total debt to operating revenue is a much more favorable 1.0x.

#### **Legal security**

All bonds are on parity and secured by a pledge of General Receipts, including virtually all legally available revenues with the exception of state appropriations and restricted gifts. In fiscal 2021, pledged revenues amounted to \$624 million. The bonds are further secured by the university's covenant in the General Bond Resolution to fix, make, adjust and collect fees, rates, rentals and charges and other items of General Receipts to produce General Receipts at least sufficient to pay debt service. There is no debt service reserve fund.

#### **Debt structure**

MU has a conservative, all fixed rate debt structure with regular principal amortization. Over the next decade, the university will retire about 48% of its pro forma debt by fiscal 2031.

#### **Debt-related derivatives**

There are no debt related derivatives.

#### **Pensions and OPEB**

Similar to other public universities in Ohio, MU has very high potential exposure to post-retirement benefit obligations through its participation in two statewide, cost-sharing, multiple employer defined benefit pension plans. The plans carry an outsized liability, as measured by its Moody's three-year average adjusted net pension liability (ANPL) of nearly \$1.1 billion. As of June 30, 2021, these plans were just 49% funded on a Moody's adjusted basis.

While MU's contributions to the defined benefit pension plans are currently capped at 14% of covered payroll, increases to this contribution amount would add budgetary pressure. The Ohio state legislature exerts significant control over pensions, setting contribution rates for the plans. Favorably, there is a demonstrated history of enacting changes to these plans to provide some relief toward the long term liability.

In fiscal 2021, the university reported an other post-employment benefit (OPEB) asset of \$11 million. OPEB benefits are provided through employee participation in the defined benefit pension plans.

## ESG considerations

### Environmental

Environmental risks are not material to MU's credit quality at this time. However, according to Moody's affiliate Four Twenty Seven, MU's main campus location in Oxford, Ohio exposes MU to potential heat stress and extreme rainfall. As a result, both frequency and severity of hot days and heavy rainfall events will increase, adding potential for disruptions to campus operations and cost increases.

Favorably, the university has extensive risk management practices and has implemented a number of strategies to reduce climate risk exposure. Sustainability focused practices are embedded throughout the institution, which aligns with donor and student priorities. The university has made significant progress in achieving its sustainability goals.

### Social

MU returned to near-normal operations in fall 2021, after pandemic-related disruptions impacted university operations through the prior academic year. We expect management to successfully manage through potential near-term uncertainty stemming from the Omicron variant.

Other social considerations also inform our credit opinion. Approximately 60% of enrolled students are from Ohio, a state forecasted to experience substantial declines in the number of high school graduates over the next decade. Favorably, the university's 6-year graduation rate of 80% is substantially higher than the national average indicating responsible production. Additionally, MU has a strong academic reputation that allows it to attract students outside of the State of Ohio, partially mitigating in-state demographic pressures.

### Governance

Strong financial strategy and risk management practices helped MU mitigate the financial and operational challenges brought on by the pandemic. Senior leadership took active expense measures in fiscal 2021 and took steps to seamlessly offer hybrid and online modes of education to its students. These actions illustrate the university's favorable management credibility and fiscal stewardship.

University governance is vested with an up to seventeen member board of trustees that is responsible for general enterprise oversight. Specific examples of responsibilities include tuition/fee setting, budget oversight, and approval of new programs. Eleven trustees are appointed by the governor of Ohio, providing for strong ties to a state that is prioritizing increasing the number of citizens with postsecondary credentials. Historically, the board has been highly effective in carrying out its core responsibilities, as reflected by the university's strong credit quality.

## Rating methodology and scorecard factors

The [Higher Education Methodology](#) includes a scorecard that summarizes the factors that are generally most important to higher education credit profiles. Because the scorecard is a summary and may not include every consideration in the credit analysis for a specific issuer, a scorecard-indicated outcome may or may not match an assigned rating. We assess brand and strategic positioning, operating environment, and financial strategy on a qualitative basis, as described in the methodology.

Exhibit 3

### Miami University Ohio

Scorecard Factors and Sub-factors	Value	Score
<b>Factor 1: Scale (15%)</b>		
Adjusted Operating Revenue (USD Million)	626	Aa
<b>Factor 2: Market Profile (20%)</b>		
Brand and Strategic Positioning	A	A
Operating Environment	A	A
<b>Factor 3: Operating Performance (10%)</b>		
EBIDA Margin	27%	Aaa
<b>Factor 4: Financial Resources and Liquidity (25%)</b>		
Total Cash and Investments (USD Million)	1,601	Aa
Total Cash and Investments to Operating Expenses	2.9	Aaa
<b>Factor 5: Leverage and coverage (20%)</b>		
Total Cash and Investment to Total Adjusted Debt	0.9	A
Annual Debt Service Coverage	2.8	Aa
<b>Factor 6: Financial Policy and Strategy (10%)</b>		
Financial Policy and Strategy	Aa	Aa
Scorecard-Indicated Outcome		Aa2
Assigned Rating		Aa3

Data is based on most recent fiscal year available. Debt may include pro forma data for new debt issued or proposed to be issued after the close of the fiscal year.

For non-US issuers, nominal figures are in US dollars consistent with the Higher Education Methodology.

2021 values

Source: Moody's Investors Service



© 2022 Moody's Corporation, Moody's Investors Service, Inc., Moody's Analytics, Inc. and/or their licensors and affiliates (collectively, "MOODY'S"). All rights reserved.

CREDIT RATINGS ISSUED BY MOODY'S CREDIT RATINGS AFFILIATES ARE THEIR CURRENT OPINIONS OF THE RELATIVE FUTURE CREDIT RISK OF ENTITIES, CREDIT COMMITMENTS, OR DEBT OR DEBT-LIKE SECURITIES, AND MATERIALS, PRODUCTS, SERVICES AND INFORMATION PUBLISHED BY MOODY'S (COLLECTIVELY, "PUBLICATIONS") MAY INCLUDE SUCH CURRENT OPINIONS. MOODY'S DEFINES CREDIT RISK AS THE RISK THAT AN ENTITY MAY NOT MEET ITS CONTRACTUAL FINANCIAL OBLIGATIONS AS THEY COME DUE AND ANY ESTIMATED FINANCIAL LOSS IN THE EVENT OF DEFAULT OR IMPAIRMENT. SEE APPLICABLE MOODY'S RATING SYMBOLS AND DEFINITIONS PUBLICATION FOR INFORMATION ON THE TYPES OF CONTRACTUAL FINANCIAL OBLIGATIONS ADDRESSED BY MOODY'S CREDIT RATINGS. CREDIT RATINGS DO NOT ADDRESS ANY OTHER RISK, INCLUDING BUT NOT LIMITED TO: LIQUIDITY RISK, MARKET VALUE RISK, OR PRICE VOLATILITY. CREDIT RATINGS, NON-CREDIT ASSESSMENTS ("ASSESSMENTS"), AND OTHER OPINIONS INCLUDED IN MOODY'S PUBLICATIONS ARE NOT STATEMENTS OF CURRENT OR HISTORICAL FACT. MOODY'S PUBLICATIONS MAY ALSO INCLUDE QUANTITATIVE MODEL-BASED ESTIMATES OF CREDIT RISK AND RELATED OPINIONS OR COMMENTARY PUBLISHED BY MOODY'S ANALYTICS, INC. AND/OR ITS AFFILIATES. MOODY'S CREDIT RATINGS, ASSESSMENTS, OTHER OPINIONS AND PUBLICATIONS DO NOT CONSTITUTE OR PROVIDE INVESTMENT OR FINANCIAL ADVICE, AND MOODY'S CREDIT RATINGS, ASSESSMENTS, OTHER OPINIONS AND PUBLICATIONS ARE NOT AND DO NOT PROVIDE RECOMMENDATIONS TO PURCHASE, SELL, OR HOLD PARTICULAR SECURITIES. MOODY'S CREDIT RATINGS, ASSESSMENTS, OTHER OPINIONS AND PUBLICATIONS DO NOT COMMENT ON THE SUITABILITY OF AN INVESTMENT FOR ANY PARTICULAR INVESTOR. MOODY'S ISSUES ITS CREDIT RATINGS, ASSESSMENTS AND OTHER OPINIONS AND PUBLISHES ITS PUBLICATIONS WITH THE EXPECTATION AND UNDERSTANDING THAT EACH INVESTOR WILL, WITH DUE CARE, MAKE ITS OWN STUDY AND EVALUATION OF EACH SECURITY THAT IS UNDER CONSIDERATION FOR PURCHASE, HOLDING, OR SALE.

MOODY'S CREDIT RATINGS, ASSESSMENTS, OTHER OPINIONS, AND PUBLICATIONS ARE NOT INTENDED FOR USE BY RETAIL INVESTORS AND IT WOULD BE RECKLESS AND INAPPROPRIATE FOR RETAIL INVESTORS TO USE MOODY'S CREDIT RATINGS, ASSESSMENTS, OTHER OPINIONS OR PUBLICATIONS WHEN MAKING AN INVESTMENT DECISION. IF IN DOUBT YOU SHOULD CONTACT YOUR FINANCIAL OR OTHER PROFESSIONAL ADVISER.

ALL INFORMATION CONTAINED HEREIN IS PROTECTED BY LAW, INCLUDING BUT NOT LIMITED TO, COPYRIGHT LAW, AND NONE OF SUCH INFORMATION MAY BE COPIED OR OTHERWISE REPRODUCED, REPACKAGED, FURTHER TRANSMITTED, TRANSFERRED, DISSEMINATED, REDISTRIBUTED OR RESOLD, OR STORED FOR SUBSEQUENT USE FOR ANY SUCH PURPOSE, IN WHOLE OR IN PART, IN ANY FORM OR MANNER OR BY ANY MEANS WHATSOEVER, BY ANY PERSON WITHOUT MOODY'S PRIOR WRITTEN CONSENT.

MOODY'S CREDIT RATINGS, ASSESSMENTS, OTHER OPINIONS AND PUBLICATIONS ARE NOT INTENDED FOR USE BY ANY PERSON AS A BENCHMARK AS THAT TERM IS DEFINED FOR REGULATORY PURPOSES AND MUST NOT BE USED IN ANY WAY THAT COULD RESULT IN THEM BEING CONSIDERED A BENCHMARK.

All information contained herein is obtained by MOODY'S from sources believed by it to be accurate and reliable. Because of the possibility of human or mechanical error as well as other factors, however, all information contained herein is provided "AS IS" without warranty of any kind. MOODY'S adopts all necessary measures so that the information it uses in assigning a credit rating is of sufficient quality and from sources MOODY'S considers to be reliable including, when appropriate, independent third-party sources. However, MOODY'S is not an auditor and cannot in every instance independently verify or validate information received in the rating process or in preparing its Publications.

To the extent permitted by law, MOODY'S and its directors, officers, employees, agents, representatives, licensors and suppliers disclaim liability to any person or entity for any indirect, special, consequential, or incidental losses or damages whatsoever arising from or in connection with the information contained herein or the use of or inability to use any such information, even if MOODY'S or any of its directors, officers, employees, agents, representatives, licensors or suppliers is advised in advance of the possibility of such losses or damages, including but not limited to: (a) any loss of present or prospective profits or (b) any loss or damage arising where the relevant financial instrument is not the subject of a particular credit rating assigned by MOODY'S.

To the extent permitted by law, MOODY'S and its directors, officers, employees, agents, representatives, licensors and suppliers disclaim liability for any direct or compensatory losses or damages caused to any person or entity, including but not limited to by any negligence (but excluding fraud, willful misconduct or any other type of liability that, for the avoidance of doubt, by law cannot be excluded) on the part of, or any contingency within or beyond the control of, MOODY'S or any of its directors, officers, employees, agents, representatives, licensors or suppliers, arising from or in connection with the information contained herein or the use of or inability to use any such information.

NO WARRANTY, EXPRESS OR IMPLIED, AS TO THE ACCURACY, TIMELINESS, COMPLETENESS, MERCHANTABILITY OR FITNESS FOR ANY PARTICULAR PURPOSE OF ANY CREDIT RATING, ASSESSMENT, OTHER OPINION OR INFORMATION IS GIVEN OR MADE BY MOODY'S IN ANY FORM OR MANNER WHATSOEVER.

Moody's Investors Service, Inc., a wholly-owned credit rating agency subsidiary of Moody's Corporation ("MCO"), hereby discloses that most issuers of debt securities (including corporate and municipal bonds, debentures, notes and commercial paper) and preferred stock rated by Moody's Investors Service, Inc. have, prior to assignment of any credit rating, agreed to pay to Moody's Investors Service, Inc. for credit ratings opinions and services rendered by it fees ranging from \$1,000 to approximately \$5,000,000. MCO and Moody's Investors Service also maintain policies and procedures to address the independence of Moody's Investors Service credit ratings and credit rating processes. Information regarding certain affiliations that may exist between directors of MCO and rated entities, and between entities who hold credit ratings from Moody's Investors Service and have also publicly reported to the SEC an ownership interest in MCO of more than 5%, is posted annually at [www.moody's.com](http://www.moody's.com) under the heading "Investor Relations — Corporate Governance — Director and Shareholder Affiliation Policy."

Additional terms for Australia only: Any publication into Australia of this document is pursuant to the Australian Financial Services License of MOODY'S affiliate, Moody's Investors Service Pty Limited ABN 61 003 399 657 AFSL 336969 and/or Moody's Analytics Australia Pty Ltd ABN 94 105 136 972 AFSL 383569 (as applicable). This document is intended to be provided only to "wholesale clients" within the meaning of section 761G of the Corporations Act 2001. By continuing to access this document from within Australia, you represent to MOODY'S that you are, or are accessing the document as a representative of, a "wholesale client" and that neither you nor the entity you represent will directly or indirectly disseminate this document or its contents to "retail clients" within the meaning of section 761G of the Corporations Act 2001. MOODY'S credit rating is an opinion as to the creditworthiness of a debt obligation of the issuer, not on the equity securities of the issuer or any form of security that is available to retail investors.

Additional terms for Japan only: Moody's Japan K.K. ("MJKK") is a wholly-owned credit rating agency subsidiary of Moody's Group Japan G.K., which is wholly-owned by Moody's Overseas Holdings Inc., a wholly-owned subsidiary of MCO. Moody's SF Japan K.K. ("MSFJ") is a wholly-owned credit rating agency subsidiary of MJKK. MSFJ is not a Nationally Recognized Statistical Rating Organization ("NRSRO"). Therefore, credit ratings assigned by MSFJ are Non-NRSRO Credit Ratings. Non-NRSRO Credit Ratings are assigned by an entity that is not a NRSRO and, consequently, the rated obligation will not qualify for certain types of treatment under U.S. laws. MJKK and MSFJ are credit rating agencies registered with the Japan Financial Services Agency and their registration numbers are FSA Commissioner (Ratings) No. 2 and 3 respectively.

MJKK or MSFJ (as applicable) hereby disclose that most issuers of debt securities (including corporate and municipal bonds, debentures, notes and commercial paper) and preferred stock rated by MJKK or MSFJ (as applicable) have, prior to assignment of any credit rating, agreed to pay to MJKK or MSFJ (as applicable) for credit ratings opinions and services rendered by it fees ranging from JPY100,000 to approximately JPY550,000,000.

MJKK and MSFJ also maintain policies and procedures to address Japanese regulatory requirements.

REPORT NUMBER

1315410

CLIENT SERVICES

Americas	1-212-553-1653
Asia Pacific	852-3551-3077
Japan	81-3-5408-4100
EMEA	44-20-7772-5454



# Safeguarding Our Communities From Sexual Predators: What College Presidents and Trustees Should Ask



In recent years, multiple universities have faced sexual predator scandals involving scores of victims. Often the institutional leaders were uninformed about the allegations regarding incidents on their campuses. This failure of leadership oversight has many presidents and trustees wondering how to safeguard their communities from similar tragedies. Here are key questions these campus leaders should ask and suggestions for creating a culture of prevention and reporting.

## ***Become informed about policies and procedures.***

### **What are the parameters of our sexual abuse policies?**

Presidents should be well versed in the institution's policies addressing sexual misconduct and abuse. Consider whether the policies cover all members of the community. For example, are faculty, medical professionals, volunteers, and contractors included? If so, assess how the policies are conveyed to them and whether signed acknowledgments are required to show they have read the policies.

Confirm that the policies require all reports to be investigated and adjudicated using consistent procedures. Strict compliance is important, because any exceptions can lead to predators avoiding accountability despite allegations against them. For example, investigations should not stop simply because the respondent denies the action or because someone powerful requests that the investigation cease.

### **Do the institution's sexual abuse standards and policies apply equally to employees at all levels?**

The institution's standards and policies must be applied impartially and consistently, without exception. This includes departments such as athletics, whose student athletes and staff are sometimes excused from following institutional requirements. It is important that exceptions are not made in policy or practice, even for employees in highly visible positions, prominent departments, or those who bring profit or prestige to the institution, such as doctors, scientists, and scholars. Remind staff that preventing harm to students and the campus community is always the top priority, even if it comes at a cost to the institution's reputation.

### **What are our institution's options for reporting sexual abuse?**

Easily accessible reporting options are an important indicator of an institution that encourages reporting. Check whether reporting channels are well publicized, easy to find on the institution's website, and include an anonymous reporting channel, if possible. It is also recommended that the email address of at least one board member be made available online as an additional avenue for reporting.

### **What are the processes through which reports of sexual abuse are handled?**

Review how reports are handled at the institution, including which office or individual processes the reports and launches the investigation. If possible, give one staff member oversight of all reports so trends and repeat offenders are identified, or establish a process that looks for these patterns. Inquire about guidelines for notifying high-level administrators, legal counsel, and others when more than one report is made against an individual. Ask whether the institution has any policies regarding the reporting of allegations to external law enforcement, especially with victims who are minors.



### **What is our policy regarding background checks?**

Increasingly, educational institutions are implementing processes that require background checks of all employees at hire to screen for individuals with red flags in their pasts. Review your institution's policy regarding which positions or groups are subject to background checks, and what those checks entail. Keep in mind that phone calls to references—with fine-tuned questions that ask about the individual's respect for boundaries in interactions with students and children—are often the best source of information to weed out possible predators.

Take note of whether faculty, coaches, volunteers, and third parties are subject to the same screening as regular employees. Consider whether some employees, depending on job function, should have their background checks updated routinely during employment.

## ***Be intentional with words and actions.***

### **Have we established clear expectations for receiving updates on sexual misconduct reports and investigations, both on a routine schedule and an emergent basis for certain inquiries?**

Presidents and trustees need not be involved in every allegation, but they should establish clear guidelines for regular updates about critical inquiries such as allegations involving more than one victim, more than one allegation against the same respondent, patterns of inappropriate behavior from teams or departments on campus, or allegations involving individuals in positions of power. Depending on the board's structure, one of its committees could take responsibility for monitoring these sexual abuse reports.

Similarly, presidents and trustees should establish guidelines for when they will be notified about settlements involving

allegations with more than one victim or allegations involving individuals in positions of power. By working with the general counsel's office or the individuals responsible for negotiating settlements on behalf of the institution, the president and trustees can ensure that they are informed early in the settlement negotiation process.

Often, staff have a strong reluctance to tell the president bad news, and the first instinct is to handle the matter so that it does not reach the president or board. However, on issues of serial sexual assault, presidents and boards are often held accountable despite being unaware of the allegations. Accordingly, they must become actively engaged and require updates on allegations. This cultural change may require professional development to educate staff and help shift attitudes.

### **Have we articulated our expectation that policies are followed?**

Upholding the administrative structure for reporting, investigating, and disciplining is an important part of the president's role. The president must set the tone for thorough compliance with policies. As such, the president should only make investigative or disciplinary decisions if the president's involvement is prescribed by the policy.

### **Am I speaking out to foster a safe and inclusive environment on campus?**

To effectively shape the campus culture, the president's actions should include a no-tolerance philosophy for sexual abuse and strong support for reporting. By publicly voicing support for survivors and proactively addressing topics surrounding sexual abuse, the president can serve as a catalyst for cultural change. If the community learns to be alert and report all boundary violations, this may stop or deter predators from further abuse.

## ***Understand the campus culture.***

### **What trainings are offered for students, employees, and faculty?**

Take a close look at the trainings used for various audiences on your campus. Review the topics and training styles, then assess whether they are appropriate for each group. Are the trainings mandatory? How often are they required? Consider that many of the standard trainings (e.g. workplace harassment training for employees or Title IX training for students) may not cover important topics such as boundary violations, child abuse red flags, and employee obligations to report incidents of suspected sexual abuse.

### **Which staff members are addressing issues of sexual abuse on campus?**

Presidents must make sure they are fully versed in the administrative positions working to prevent sexual abuse and assist victims on campus. Student affairs professionals often lead these prevention efforts and can be a valuable liaison for the president. By developing relationships with staff who handle sexual abuse reports and manage prevention efforts, the president can also establish an expectation that he or she be informed of noteworthy events.

### **What resources do we have for victims?**

Providing appropriate, easily accessible resources on campus is critical for survivors' wellbeing. Review whether your institution's resources adequately serve the physical and emotional needs of victims and whether referrals to off-campus resources are provided. The institution's commitment to survivor wellness helps foster an environment that encourages reporting and supports those who make reports.

### **When did we conduct our last climate survey measuring sexual violence attitudes and prevalence on campus, and what were the results?**

Institutional leaders must steer the campus culture toward an ethos that is alert about red flags, facilitates reporting, and supports victims. To do this, the president and trustees must understand the current campus landscape. A campus climate survey is an anonymous survey of students that assesses the prevalence of prohibited conduct, including sexual assault and abuse, and provides insight into students' perceptions about the environment on campus.

Presidents and trustees play an important role in protecting the campus community from sexual predators and should be well versed in the institution's reporting options, training programs, victim resources, and the administrative roles responsible for implementing these measures. Leaders who have a deep understanding of the institution's culture and engage in vocal support for reporting will help create an environment in which predatory behavior is unwelcome and boundary violations of any kind are not tolerated.



EduRisk™ Solutions provides education-specific risk management resources to colleges and schools, and is a benefit of membership with United Educators (UE) Insurance. As a member-owned company, UE is committed to helping educational institutions by offering stable pricing, targeted insurance coverage, extensive risk management resources, and exceptional claims handling.

To learn more, please visit [www.UE.org](http://www.UE.org).

---

The material appearing in this publication is presented for informational purposes and should not be considered legal advice or used as such.

Copyright © 2019 by United Educators Insurance, a Reciprocal Risk Retention Group. All rights reserved. Contents of this document are for members of United Educators only. Permission to post this document electronically or to reprint must be obtained from United Educators.

UE-113319 01/19