

**BOARD OF TRUSTEES
MIAMI UNIVERSITY
February 5, 2009
Minutes of the Academic Affairs Committee Meeting**

The Academic Affairs Committee of the Miami University Board of Trustees met on February 5, 2009 in Room 100 Pearson Hall on the Oxford campus, Oxford, Ohio. The meeting was called to order at 7:00 p.m. by Committee Chair Lolita McDavid. Committee members Richard Smucker, John Christie, Kay Geiger and Sue Henry and Student Trustee Kerry McCormack were in attendance.

In addition to the Trustees, the following Miami staff members were in attendance during the meeting: David Hodge, President; Jeffrey Herbst, Provost and Executive Vice President for Academic Affairs; Barbara Jones, Vice President for Student Affairs; Mary Woodworth, Senior Associate Provost and Associate Vice President, Academic Affairs; Michael Dantley, Associate Provost and Associate Vice President, Academic Affairs; Bruce Cochrane, Dean, Graduate School; James Lentini, Dean, School of Fine Arts; and Stephen Snyder, Secretary to the Board of Trustees.

Prior to the business meeting, the members of the Academic Affairs Committee toured Presser Hall. The facility reopened in fall 2008 after having undergone several years of renovation work. The tour was led by Dr. Richard Green, Chair of the Music Department.

Acknowledging that this was the last meeting for Dr. McDavid as her Board tenure is ending, Provost Herbst expressed his gratitude for her service on the Board. In turn, Dr. McDavid thanked Dr. Herbst for his leadership in championing academic issues and initiatives.

Report by the Dean of the School of Fine Arts

Professor James Lentini, Dean of the School of Fine Arts, presented a report on the School's Strategic Plan, included as Attachment A. The actual plan is included as Attachment B.

Admission Update

Provost Herbst presented an update on the admission process and relevant statistics. February 1 was the deadline for admission applications as well as the first notification of acceptance date (other than early admission requests) for applicants. He stated that to date, 16,362 applications had been received, which is an all-time record and 12 percent higher than last year. Other relevant statistics include the following: international student applications increased 91 percent; out-of-state applications increased 12 percent; African American applications increased 29 percent; Hispanic and Latino applications increased 18 percent; and overall multicultural applications increased 23 percent.

Dr. Herbst stated that the national deadline for confirmations is May 1, 2009 and that unprecedented efforts will be made to achieve the yield of the 3,500 student goal for the incoming fall class. Especially significant this year is the campaign to involve faculty

in the recruitment and yield process. Included as Attachment C is a memo from Provost Herbst to all faculty urging their participation in enrolling a class of the right size and quality.

Status of Graduate Program Review

Professor Cochrane, Dean of the Graduate School, presented an update on the Graduate Program Review process. He and Provost Herbst cited an editorial in the *Columbus Dispatch* complimenting Miami University for the process that was undertaken, and the editorial is included as Attachment D. Dr. Cochrane commented that the process was a difficult one and he gave credit to the Associate Deans in the College and Schools who assisted in the review. Dean Cochrane stated that graduate education at Miami University will be better in the future because of the program review, which resulted in some stipend levels actually increasing in specific departments and relatively small decreases in the overall graduate budget.

Proposed PhD Programs

Provost Herbst and Dean Cochrane reviewed two proposals for new PhD programs, both interdisciplinary in nature, drawing upon existing faculty strengths and departmental resources, and having the potential for external funding. A description of the proposed graduate program in Cell, Molecular and Structural Biology is included as Attachment E; and a description of the proposed graduate program in Ecology, Evolution and Environmental Biology is included as Attachment F. Dr. Cochrane explained that the proposals will be vetted through the College of Arts and Science, the Graduate Council, the University Senate, and to the Board of Trustees. Once the Board approves the programs, they will be submitted to the Ohio Board of Regents for final approval. Dr. Herbst commented that the Board of Trustees should receive the recommendation to approve the programs at its April 24, 2009 meeting.

Provost Herbst alerted Committee members that later in the semester a report from the Regional Campus Committee would be forthcoming and the Academic Affairs Committee will be asked to review the recommendations. With no other business coming before the Committee, the meeting was adjourned at 8:15 p.m.



Stephen D. Snyder

Secretary to the Board of Trustees

MIAMI UNIVERSITY SCHOOL OF FINE ARTS

Strategic Plan

extending | embracing
tradition | innovation



MIAMI UNIVERSITY

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tradition | innovation

School of Fine Arts Programs

Art

Architecture/Interior Design

Music

Theatre

*All Programs are accredited in their respective professional
accrediting organization (NASAD, NAAB/CIDA, NASM,
NAST)*

Miami University Art Museum

(Accredited by the American Association of Museums)

Performing Arts Series

Student Enrollment: 920 students
(85 at Masters level)

Faculty: 133 faculty, 85 full-time
(75 tenured or tenure-track)



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Recent Highlights

Interior Design program ranked 9th nationally

Architecture and Music listed as two
"strongest programs" in Fiske Guide to
Colleges 2008

Launch of the **Miami Design Collaborative**, a
multidisciplinary, team-based, cross campus
initiative



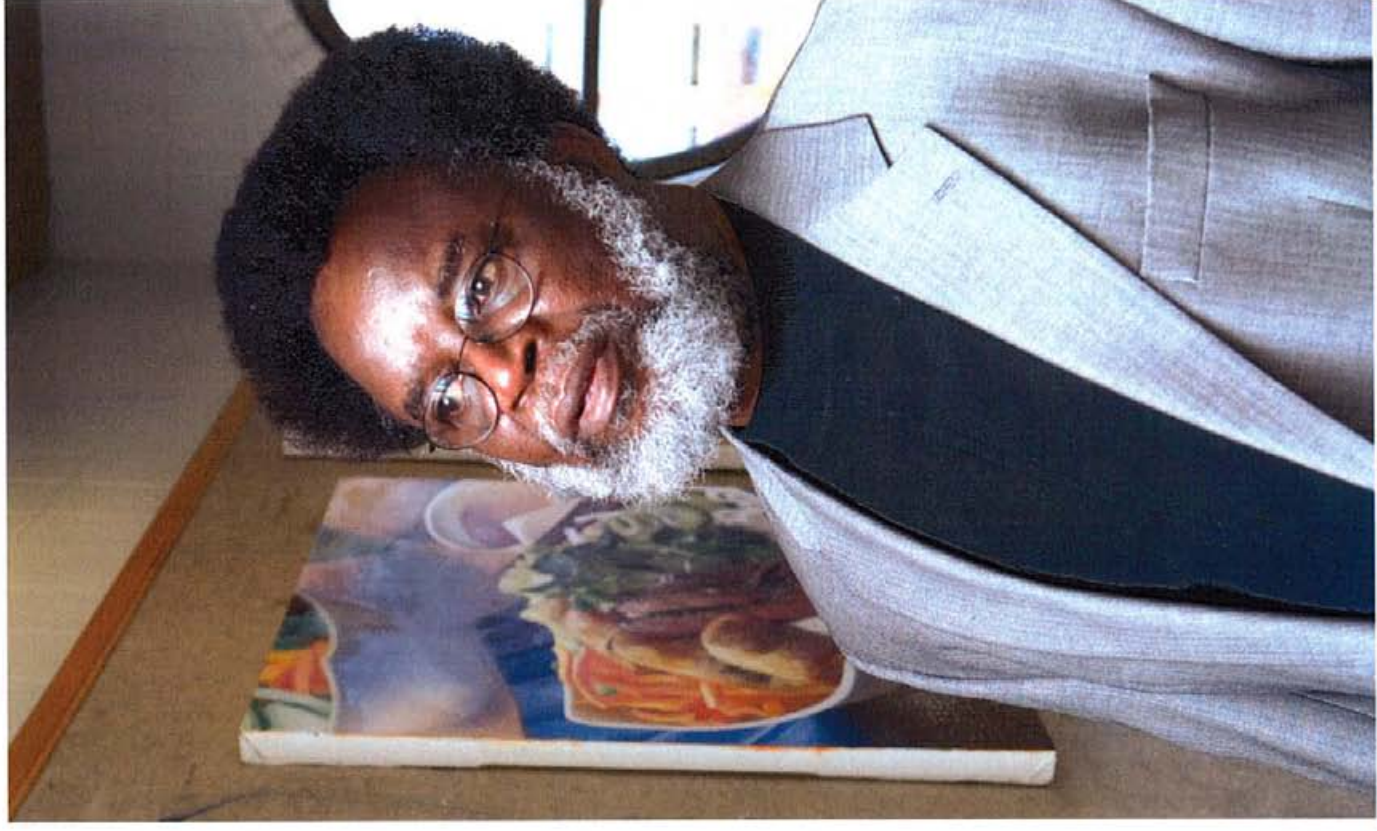
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Recent Highlights cont.

Music Graduate **Steven Reineke** named
conductor of the N.Y. Pops

Brett Roeth, senior architecture major, elected
as the 2009-2010 National Vice President
for The American Institute of Architecture
Students

Bicentennial Events: Miami Tribe Exhibit at
the Miami University Art Museum, Philip
Glass this coming April



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Core Values

- *Collaboration*
- *Community*
- *Imagination*



extending | embracing
tradition | innovation

Strategic Initiatives

Goal 1:
Undergraduate Curriculum:
Extending Tradition and
Embracing Innovation

Goal 2:
Graduate Programs



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Strategic Initiatives

- Goal 3:
Support of the Teacher-Scholar
- Goal 4:
Technology
- Goal 5:
Diversity



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Strategic Initiatives

- Goal 6:
Align Resources to the Goals of
Curriculums and Programs
- Goal 7:
Recruitment/Admissions
- Goal 8:
Visibility

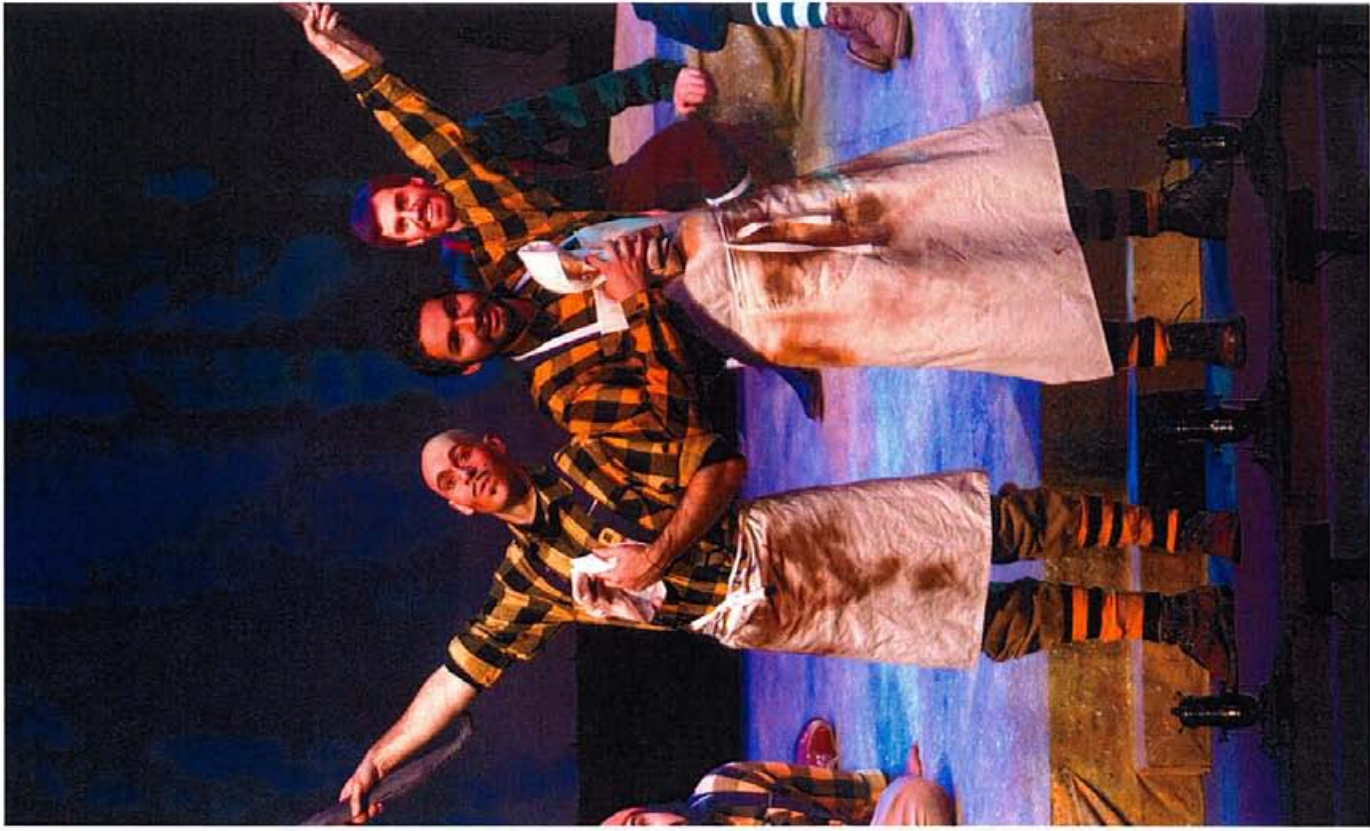


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Strategic Initiatives

Goal 9:
Facilities

Goal 10:
Fundraising and Grants



MIAMI UNIVERSITY SCHOOL OF FINE ARTS

Strategic Plan

February 2, 2009

Vision Statement

The School of Fine Arts at Miami University will be a recognized leader in arts education and presentation through an engaged community of faculty, students, and staff who embrace difference, ingenuity, and innovation in the pursuit of the highest standards in all scholarly and creative endeavors.

Through our mission to educate artists and scholars who expand connections across disciplines, it is our goal to bring the voice and imagination of the arts to all corners of our global society. To do this, we will ensure that our educational community provides students with deep knowledge through a focus on disciplinary areas integrated with the liberal arts, preparing well-rounded graduates to be leaders in their chosen fields and in multifaceted cultural contexts.

Mission Statement

The School of Fine Arts cultivates and sustains a community that is centered on creativity and where the integration of a liberal education and the arts shapes our identity. Our efforts are realized through degree offerings in the departments of Architecture/Interior Design, Art, Music, and Theatre and through programs of the Miami University Art Museum and Performing Arts Series that enrich academic and cultural experiences across campus and throughout the region.

It is our mission to prepare students for global engagement as practitioners, educators, creators, advocates and patrons of the arts. We foster the development of professional skills and intellectual growth necessary for the pursuit of creative and scholarly inquiry by extending artistic traditions, while embracing a culture of innovation and change.

Through the transformative power of the arts, our departments and programs serve as a window to an ever-changing and diverse world, providing the knowledge and resources for our constituents to engage in their professions and in society as both artists and citizens.

School of Fine Arts Strategic Plan EXTENDING TRADITION; EMBRACING INNOVATION

THE PROCESS

The SFA strategic plan was developed in multiple discussions in 2007-2008 with the full faculty and staff of the SFA, the SFA Executive Committee, the SFA Dean's Advisory Committee, the SFA Student Advisory Committee, the SFA Dean's staff, and in discussions between the Dean and each department and program in the SFA.

EXECUTIVE SUMMARY

The School of Fine Arts at Miami University has established a tradition of excellence through its departments of Architecture/Interior Design, Art, Music, and Theatre, in addition to serving as the home to the Performing Arts Series and the Miami University Art Museum. With the intent of building on our success, we are now poised to take the next steps necessary that will ensure our sustained leadership in the arts for years to come. Rooted in our belief that enduring excellence cannot be achieved by simply maintaining the status quo, we seek to foster a culture of continuous improvement through new strategic initiatives and operating goals that focus our attention on preparing our students for an ever-changing landscape of opportunities in the arts.

Those who know Miami University immediately identify that one of the key strengths of the institution is based on long-established traditions. As we celebrate the University's Bicentennial in 2009, we are proud of the important role that the arts have played at Miami, while educating students who have chosen the arts as their major along with students across all disciplines. Reflecting on where we have been, it is now our time to consider a future that builds on our time-tested approaches, while anticipating and adapting to new pedagogies, technologies, and developments that shape how our disciplines will transform and grow in the years ahead. To frame our plans, we have adopted a twofold approach that acknowledges the tradition-based nature of the arts in tandem with the need to move into the future, which we state as follows:

**The SFA at Miami:
Extending Tradition; Embracing Innovation**



continued, pg 2

By *Extending Tradition*, we express that we are fully committed to educating our students with a curriculum that sets a firm foundation for students to learn and to grow in the arts traditions with a thorough grounding in the aesthetic and craft of each discipline. This may be demonstrated, for example, in the way that we teach in the areas of performance and creativity, such as acting, drawing, painting, and others, in addition to exploring important historical, social, and cultural contexts.

In *Embracing Innovation*, we add to our investment in arts traditions by engaging in current and emerging pedagogies and technologies that have set new standards for creating, performing, and consuming in the arts. Within recent years, it is stunning to note the manner in which technology has had a profound impact on the arts and in architecture through such developments that include music delivery systems (iTunes, MySpace, YouTube, etc.), interactive visual exhibitions, building information modeling systems/software, and much more. Computers have not only had an impact as a new "tool" for artists, but it has changed the way that musicians, artists, and designers think about the creative process.

It is our goal to teach and to deepen our understanding of both traditional and innovative techniques and concepts in the SFA to best prepare our students for their futures post graduation. With Miami's commitment to a liberal arts education, we believe that our academic departments, all of which are accredited by professional organizations, offer students the best of both worlds by blending the highest level of artistic education and training with a broad experience that will enhance their understanding of the world, leading to more informed art-making, whether in the form of buildings, visual art, theatre, or musical performance.

Our strategic goals will serve as a roadmap to help us achieve our philosophical and artistic goals, and will also assist us in directing our resources efficiently and with purpose. It is intended that our document will be a living instrument that will be adapted and updated as some goals are achieved at the same time that new ones emerge.

Jim Lentini,
Dean, SFA

Core Values

Collaboration

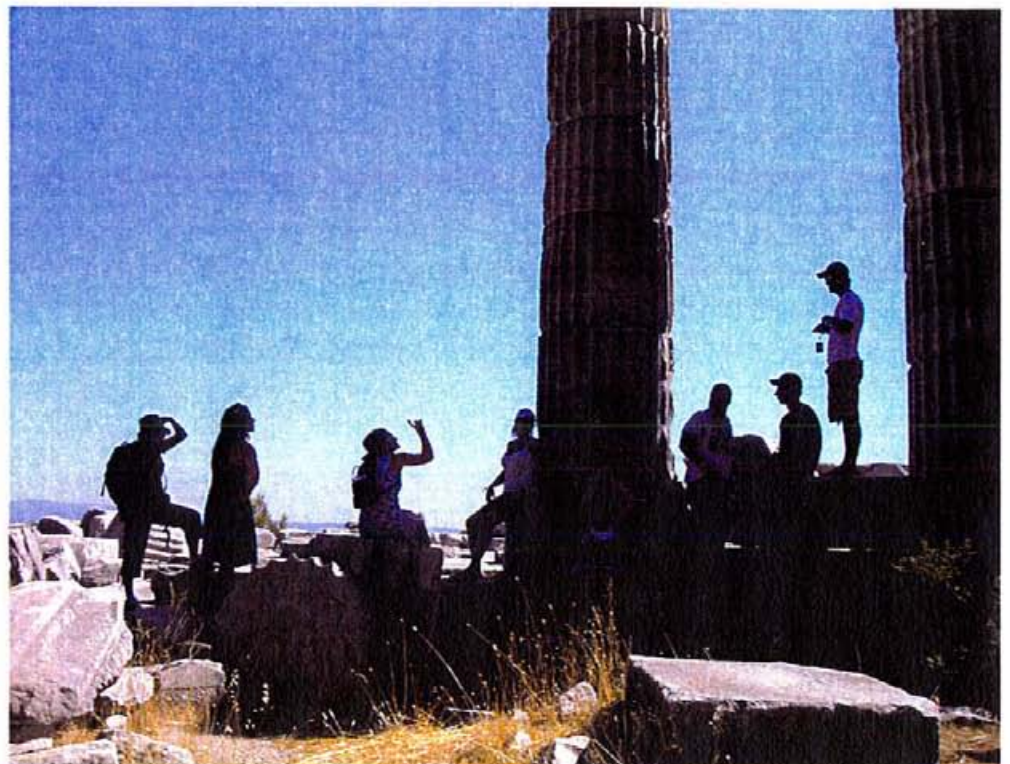
We value collaboration between faculty and students, as colleagues within departments, and as artists and scholars across artistic disciplines within the division and across campus, with a goal of learning from each other and benefiting from a healthy exchange of ideas and varying viewpoints. By listening to each other, we gain a shared understanding of complex ideas that allow us to rethink accepted perspectives.

Community

The School of Fine Arts seeks to foster a spirit of collegiality, trust, and dialogue by providing members of its community with an environment that encourages open sharing of ideas and values, and which fosters collaboration within and across institutional divisions and constituencies. The School seeks to structure communication and interaction that is characterized by mutual respect, sincere dialogue, and protection of the rights of individuals.

Imagination

As creators, performers, practitioners, and scholars, it is our imagination that is at the center of our ability and desire to create new art and to craft new environments and forms of expression. By placing high value on imagination, we commit ourselves to rethinking the status quo, while allowing for new ideas and solutions to emerge and to take shape.



Strategic Initiatives

Goal 1: Undergraduate Curriculum: Extending Tradition and Embracing Innovation

Update curriculums in the School of Fine Arts to ensure that we are offering the best preparation possible for our graduates to enter their chosen profession and/or to pursue graduate studies.

Action 1.1 Use benchmark information and analyze current and emerging practices in each discipline to make critical decisions about needed curriculum and program updates. Identify key areas where opportunities for new programs or areas of focus are needed to stay abreast of best practices, including the use of technology in existing courses and in the development of new courses and curriculums.

Action 1.2 Assess opportunities for extending and/or developing interdisciplinary programs within and outside of the SFA.

Action 1.3 Co-curricular issues: refocus efforts in this area to ensure effectiveness and to align with our objective to entrench the arts in campus life through extra-curricular opportunities.

Action 1.4 International efforts: begin immediately to coordinate and to institutionalize programs among departments in the SFA. Analyze opportunities to fulfill the university's goal to have all students participate in a study abroad program.

Action 1.5 Students: development of the Student-Scholar in the SFA. In line with the President's goal to "increase the proportion of students involved with direct, meaningful research experiences with faculty and staff," we will assess current models in place in the SFA and seek opportunities to further curricular and extra-curricular options in this area.



Goal 2: Graduate Programs

Action 2.1 The campus has recently undergone a review of all graduate programs and graduate assistant allocations. The SFA will now begin an internal study of our graduate assistant allocations and overall quality of our programs to determine immediate and future steps to better align resources to meet our mission and goals of delivering graduate education of the highest quality.



Goal 3: Support of the Teacher-Scholar

Question: What are our opportunities for promoting excellence in teaching and creative/scholarly work in the SFA? How can we best use SFA Grants and other resources to achieve our goals?

Faculty in the SFA are the key to fostering an excellent educational experience in our classrooms. It is our goal to ensure that all faculty receive encouragement and support to remain current in their field and to be recognized as important contributors to their respective disciplines.

Action 3.1 Continue to extend support for creative research and scholarship through programs such as the SFA Grant, etc.

Action 3.2 Provide appropriate mentoring at the pre-tenure and post-tenure levels.

Action 3.3 Provide adequate means to collect, announce, and recognize faculty achievements.

Goal 4: Technology

In the spirit of offering programs that are current to best prepare our students, it is our goal to ensure that all students in the SFA will receive meaningful "hands-on" experience with technology as it is used in artistic creativity and production and in professional applications. We also seek to be a technology savvy school in all areas, including creative research, websites, communication, teaching, and administration. To reach these goals, we will need to stay abreast of emerging technologies and we will be required to provide adequate support to realize these objectives.

Action 4.1 To achieve our technology goals, we will seek appropriate acquisition of staffing, equipment, and space for supporting research and teaching and for allowing projects involving technology to be realized.

Goal 5: Diversity

Aligning with the President's goal to "develop the cultural competence necessary for living and working in a multicultural world by engaging students in extensive curricular and co-curricular experiences that challenge them to explore and embrace difference," we will assess the effectiveness of our current curricular and co-curricular efforts to determine effectiveness and to examine the best "next steps" to develop further.

Action 5.1 Along with our recruitment priorities, we will "advance a culture that embraces difference" (from the President's goals) while looking at opportunities to "increase the proportion of minority students to at least 12% (from 8.5%)."

Action 5.2 Look at opportunities to best utilize our staffing resources to benefit faculty and students.

Goal 6: Align Resources to Goals of Curriculums and Programs

To meet the goals and future direction of our curriculums and programs, it will be necessary to have a clear basis for allocating important resources, such as faculty lines, adjunct budgets, etc.

Action 6.1 In line with new curriculum updates and initiatives, develop clear guidelines and rationale for approving tenure-track faculty lines and searches that will fulfill the objectives of the mission and vision of the university, division, and requesting department.

Action 6.2 Teaching Needs: align adjunct budgets with teaching needs and assess overall teaching needs and goals to find the best distribution of tenure-track, visiting, and adjunct positions for each department.

Goal 7: Recruitment/Admissions

Increase the number of applicants in the School of Fine Arts.

Action 7.1 Develop improved coordination with each department, the SFA, and the Admissions office to develop the best strategies for attracting interest and applications from prospective students.

Action 7.2 Assess best practices for using print materials and the web for recruitment.

Action 7.3 Develop a new plan with the dean, SFA development director, and departments to broaden private donations toward talent scholarships to recruit the best students.

Goal 8: Visibility

Assess and update all print and web materials and brand identity for the SFA toward developing the most effective and efficient model of marketing and advertising our school, departments, and programs.

Action 8.1 In partnership with our new Associate VP for Communications, develop a new brand identity that is cohesive, yet flexible enough to satisfy our objectives for increased visibility, while allowing for individual character within a framework of university standards.

Action 8.2 Develop better coordination for developing and distributing press releases and other publicity.

Goal 9: Facilities

To achieve our desire to meet the special facilities needs in the arts and to foster intellectual and creative work that crosses disciplines, we must address the following areas:

Action 9.1 Develop a clearly articulated plan for the next five years that addresses department, program, and school needs.

Action 9.2 Look for options to create collaborative space that will foster multi-disciplinary possibilities.

Goal 10: Fundraising and Grants

The SFA is committed to planning and efforts that will "Create a Culture of Giving that Ensures Success for Miami's Next Century" (from the President's Goals) to assist our efforts in supporting students, faculty, departments, and programs.

Action 10.1 With the new SFA development director and departments, study anew funding priorities for the "For Love and Honor" Campaign.

Action 10.2 Follow through on ideas and plans for the Bicentennial that will engage donors and alums to support the SFA.

Action 10.3 Identify a larger list of potential donors in Art, Music, and Theater, in addition to those in Architecture/ID.



From: Oxford (OXF) Faculty (FAC) [mailto:MUOXFFAC@LISTSERV.MUOHIO.EDU] **On Behalf Of** Herbst, Jeffrey Dr.
Sent: Sunday, January 25, 2009 11:45 AM
To: MUOXFFAC@LISTSERV.MUOHIO.EDU
Subject: A university-wide effort to yield an excellent class



MIAMI
UNIVERSITY

*Provost and Executive Vice-President for Academic
Affairs*
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Oxford, OH 45056
HerbstJ@MUOhio.Edu

Dear Colleagues,

Miami is well underway in our undergraduate admission cycle, with the first major wave of decisions slated to be shared with students on February 1st, and final decisions to be released March 15th. Our applicant pool this year is academically strong and diverse, and a week to go before our final application deadline, we have already surpassed last year's application total.

Even in a normal year, each of us has a compelling interest in enrolling a class of outstanding, diverse, and engaged learners. The admissions process determines the quality of our student body and, given that roughly seventy percent of our core funding comes from tuition, each new class is critical to the financial health of the university. In these difficult times, admissions has become even more important and more challenging. A successful admissions season will provide a critical boost to our financial stability while a disappointing class will severely complicate our budgets.

Therefore, it is more crucial than ever that during the key months of March and April, all members of the University community help to enroll the Class of 2013. Research with last year's pool of admitted students suggests that faculty members play an especially significant role in college choice. Indeed, students admitted to Miami were most likely to be influenced in their decision-making processes by factors related to academic strength, reputation, and opportunities. Faculty members are in a special position to provide the kind of academic connection that top students are looking for in determining where to enroll.

Thus, at my request, Office of Admission staff members have prepared a plan for involving Miami faculty members to an unprecedented degree in this year's admission yield efforts. This plan has been shared with the divisional deans, each of whom will be working with Admission, Marketing Communication, and Honors to develop a strategy most appropriate for meeting divisional goals and needs. Our aim is to mobilize the entire university to yield an excellent class. This is, I believe, an appropriate ambition for the engaged university.

In the coming weeks, your dean or admission academic liaison will share specific opportunities for your involvement; I strongly urge you to take part. You may be asked to email, call, or write congratulatory notes to targeted admitted students, have lunch with students and their families during one of our Celebrate Miami on-campus yield events, or

help in some other way. If you have ideas now on how you would like to assist, please contact your dean or liaison.

I cannot emphasize enough how vital this effort is for the future well-being of the University. Thank you in advance for what I believe will be an unprecedented level of involvement from the Miami faculty toward enrolling an exceptional class.

Jeffrey Herbst
Provost and Executive Vice President for Academic Affairs
Miami University

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Build on strength

Paring programs to boost excellence is a goal for all of Ohio's universities

Saturday, January 31, 2009 2:54 AM

Miami University is making a bold move that every other Ohio college ought to emulate: It strategically pared its graduate programs, phasing out the weaker ones and boosting others that it sees as the best and most fruitful.

By doing so, it is saving money while becoming more competitive and attractive, outcomes that the Ohio Board of Regents and its chancellor, Eric D. Fingerhut, have sought for the state's college system.

Miami's cuts in funding for certain graduate positions were the result of a yearlong study by the dean of graduate studies, Bruce Cochrane, and his assistants. Miami periodically reviewed graduate programs before, but this was the first time that it did an across-the-board comparative evaluation. This now is likely to become a regular event, motivating all programs to keep improving.

The university decided to cut funding for graduate assistants in the master's degree programs of communications, Spanish and Portuguese. Assistant positions in the doctoral programs of history and political science also will be cut. That means that the assistants in those disciplines will finish their studies, but no more will be accepted and the programs will be phased out.

Positions will be reduced in the master of business administration program and in the Department of Kinesiology and Health.

The university will bank \$100,000 in savings, and the rest of the money saved, more than \$200,000, will boost the stipends of the remaining graduate assistants, making the positions more competitive with those in similar institutions.

Miami also will create a master's program in international gerontology and doctoral programs in ecology, evolution and environmental biology, and in cell, molecular and structural biology; and it will boost the physics, speech-pathology and audiology programs. Miami predicts these are up-and-coming disciplines in which it can shine.

"We are not an Ohio State or a Cincinnati that has 100-plus doctoral programs, but what we do have, we absolutely want to do well," Cochrane said.

All Ohio college officials should embrace that thinking.

Proposed Graduate Program in Cell, Molecular, and Structural Biology (CMSB)

The proposed graduate program in Cell, Molecular and Structural Biology (CMSB) is an interdepartmental program involving faculty members from the Departments of Botany, Chemistry and Biochemistry, Microbiology and Zoology. CMSB is an extremely broad discipline, which at heart seeks to understand the molecular mechanisms involved in controlling and mediating cellular metabolism, biosynthesis, and function. Given the complex nature of the field, it is very important that graduate students be trained across traditional disciplines.

The CMSB program structure creates an alternative organization of faculty members that will allow resources from multiple departments to be used to train graduate students and promote research. In turn, the program structure will complement and strengthen participating departments. We expect the new program will attract students who wish to be trained in CMSB rather than traditional programs such as those offered by Miami's individual departments. Increasingly, universities throughout the country have restructured their graduate training programs to accommodate interdisciplinary fields such as CMSB.

Collectively, the Departments of Botany, Chemistry and Biochemistry, Microbiology and Zoology have ~ 30 faculty members involved in CMSB research, and over the past five years, these faculty members have received over \$22,000,000 in grant support from external agencies, published more than 325 papers in professional journals, given over 700 presentations, and recently received a Miami University President's Academic Enrichment Award (PAEA) to advance the intellectual climate for CMSB research at Miami University.

A large number of undergraduate students participate in CMSB research with faculty who will be affiliated with the program. In the past five years, faculty members in the biological sciences including CMSB have engaged more than 1,000 students in research. More than half have presented at professional meetings, and at least 50 papers with undergraduate authors have been published. Undergraduate students often work closely with graduate students (many have won DUOS awards) in the participating departments. Several CMSB faculty members recently were awarded over \$800,000 for an NSF Undergraduate Research and Mentoring (URM) Program grant to foster CMSB research at the undergraduate level, particularly for students from underrepresented groups.

The University has invested in significant resources to support CMSB research. For example, the University recently provided resources to build a new High Field NMR and Structural Biology Laboratory that contains research space, an 850MHz NMR (the first of its kind in North America), a rotating anode x-ray diffractometer for protein structure determination studies, and a new pulsed EPR. The University also is building a new Animal Facility and supports the Center for Bioinformatics and Functional Genomics, the IT Computing Research Group, and the Electron Microscopy Facility.

Miami clearly has the facilities and faculty to create a strong, interdepartmental graduate program in CMSB.

Proposed PhD Program in Ecology, Evolution and Environmental Biology (EEEB)

The PhD program in Ecology, Evolution and Environmental Biology (EEEB) will build on Miami's considerable strengths in these areas. It will also build upon the current interdepartmental Graduate Program in Ecology (a certificate-granting program). The EEEB program will have five participating departments: Botany (BOT), Geography (GEO), Geology (GLG), Microbiology (MBI) and Zoology (ZOO). These five departments already train a considerable number of PhD students (with the exception of GEO, which does not have a Ph.D. program) in EEEB areas, but Miami currently does not offer a PhD degree that reflects this training and education. The new PhD program will allow students to earn a degree that better reflects their academic training and their dissertation research. It will also increase our ability to recruit excellent graduate students, because many students interested in these areas specifically seek such programs, rather than traditional programs such as those offered by Miami's individual departments. The EEEB PhD program will complement environmental programs at the undergraduate level (co-majors in Environmental Science and Environmental Principles and Practice) and the Masters level (M En in Environmental Science).

Miami has considerable strength in the EEEB areas, and "ecology and the environment" (broadly defined) has been recognized at various times by the Miami administration as one of the university's strengths. There are over 30 faculty who will affiliate with EEEB (most of whom are listed at www.cas.muohio.edu/ecology/faculty.html). This group of faculty has procured over \$17 million in external funding over the past 5 years (2004-2008), i.e. over \$100,000 per faculty member per year. These faculty also publish, on average, more than 2 journal papers per faculty member per year, many co-authored with graduate students and many in top journals. Thus, we clearly have the critical mass for this PhD program, and we enjoy a spirit of cooperation and collaboration among faculty in the participating EEEB departments. In addition we have excellent lab and field facilities that facilitate research by PhD students. We will capitalize on these strengths and create an interdepartmental PhD program that meshes well with Miami's philosophy of excellence in selected graduate programs.