

**BOARD OF TRUSTEES  
MIAMI UNIVERSITY  
Minutes of the June 20, 2008 Meeting**

The Secretary to the Board reported that as specified in the Regulations of the Board of Trustees of Miami University, and in compliance with Section 121.22 of the Ohio Revised Code, due notice had been given prior to the holding of this meeting of the Board of Trustees.

The meeting was called to order at 9:20 a.m. in the Heritage Room in the Phillip R. Shriver Center on the Oxford campus, Oxford, Ohio, with Mr. Richard Smucker presiding. The Secretary of the Board called the roll and reported six voting members present. In addition to the Board members, President Hodge, Vice Presidents Allison, Creamer, Herbst, Nault, and Whitehead and members of the faculty, staff, student body and community were present. The Chair declared a quorum present for the purpose of transacting business.

Present:	Donald L. Crain	Kerry McCormack (Student Trustee)
	S. Kay Geiger	David M. Shade (National Trustee)
	Sue J. Henry (National Trustee)	Richard K. Smucker
	David F. Herche	Fred G. Wall
	Heath Ingram (Student Trustee)	Harry T. Wilks

Absent: John S. Christie  
Jay P. Henderson (National Trustee)  
Peter L. Jones  
Lolita M. McDavid

Upon recommendation of the Chair, Mr. Crain moved, Mrs. Geiger seconded, and by roll call vote the Board convened to Executive Session for the purpose of considering the tenure of faculty, discussing the acquisition of property, and conferring with General Counsel as provided by the Open Meetings Act, Ohio Revised Code Section 121.22. At 9:40 a.m. the Board adjourned the Executive Session and convened into the Public Business Session.

**Approval of the Minutes of the April 25, 2008 Meeting**

On a motion made by Mr. Herche and seconded by Mr. Wilks, the minutes of the April 25, 2008 meeting were approved.

**Consent Calendar**

Upon recommendation of President Hodge, Mr. Crain moved, Mrs. Geiger seconded, and by voice vote the resolution on the Consent Calendar for the June 20, 2008 meeting was approved with six Trustees voting in favor and none opposed.

**Designation of Professor Emerita/Emeritus and Vice President Emeritus**

RESOLUTION R2008-38

BE IT RESOLVED: that the Board of Trustees hereby approves the following individual for the rank of Professor Emerita effective with the formal date of her retirement:

Anne B. Koehler  
Decision Science & Management Information Systems

BE IT FURTHER RESOLVED: that the Board of Trustees hereby approves the following individuals for the rank of Professor Emeritus effective with the formal dates of their retirement:

Richard T. O'Connell  
Decision Science & Management Information Systems

Larry Rankin  
Accountancy

Jeffrey Sommers  
English, Middletown Campus

BE IT FURTHER RESOLVED: that the Board of Trustees hereby approves the following individual for the rank of Vice President Emeritus effective with the formal date of his retirement:

Richard L. Nault  
Student Affairs

**Comments by the Chair**

Chair Richard Smucker's comments are recorded verbatim.

Good morning and welcome to this morning's Board of Trustees meeting. Before I make my remarks, I have the pleasure of introducing Sue Henry to the Board as our newest Trustee, and we will proceed with the resolution to officially appoint her.

Sue is a 1973 Miami graduate with a Bachelor of Arts degree in Political Science. She has a Master of Law from Georgetown University and her J.D. from Northwestern University. She has had a distinguished career in the legal profession, and she now resides in McLean, Virginia. She's a loyal Miami alumna who serves on the *For Love and Honor* Campaign College of Arts and Science Committee and as chair of the Pre-Law Program Advisory Council.

Sue, welcome to the Board. Is there anything you'd like to say this morning?

I'll also recognize another new face at the table, and that is David Creamer. Dave, welcome, and I trust that your transition to Miami is a smooth one. We look forward to working with you.

As we greet new colleagues, we also want to acknowledge and express our gratitude to those who have served Miami in such an extraordinary manner for many years. Among those are Dick Nault and John Skillings. This is the last Trustee meeting for both of them, and I would predict we will hear more about them later in the meeting.

I regret that I was unable to attend the Spring Commencement, but I understand it was an outstanding event. I'd like to thank John Christie for standing in for me, and my colleagues on the Board who were also able to attend.

We have a full agenda this morning, from a report about our strategic goals and a resolution to adopt a revised mission statement, to setting next year's budget and hearing the annual report from Intercollegiate Athletics. It's always interesting to see the wide range of topics that the Board addresses at each meeting.

But before we turn to the agenda, I want to congratulate the President and his cabinet, the faculty, the staff, and the students for the completion of a very successful academic year. Much good work has been completed this past year, setting the stage as we prepare for our Bicentennial celebration. President Hodge, thank you for your leadership, and we look forward to learning more about your plans for making Miami the Engaged University.

#### **Appointment of Sue Henry as National Trustee**

Upon recommendation of the Chair, Mr. Crain moved, Mrs. Geiger seconded, and by voice vote Resolution R2008-39 was unanimously adopted with six Trustees voting in favor and none opposed.

#### RESOLUTION R2008-39

BE IT RESOLVED: that the Board of Trustees appoints Sue Henry as a National Trustee for a three-year term ending June 30, 2011.

#### **Report by the President**

President Hodge welcomed Sue Henry as Miami's newest National Trustee and David Creamer as Vice President for Finance and Business Services. He also acknowledged and congratulated John Skillings and Richard Nault for their long and dedicated service to Miami University. Dr. Hodge noted that Dr. Nault's legacy to Miami will be the profound change in the way in which the University relates to its students.

President Hodge complimented Trustee John Christie for his remarks at the Spring Commencement, especially his reference to the Values Statement adopted by the Board several years ago. Dr. Hodge also thanked the Trustees who were in attendance at Commencement, and commented that Robin Roberts' remarks to the graduates were very targeted and appropriate for the occasion. Dr. Hodge reviewed the activities of Alumni

Weekend and commented about the wonderful interactions the alumni have with the student workers. He also noted that several Alumni receptions were held in Lewis Place, and it has been a full year since the Hodge's moved into the President's house. During that year, ninety-two events have been scheduled and 4,300 visitors have been in Lewis Place, and he thanked the Trustees for their foresight in having the facility renovated.

President Hodge reviewed the process by which the University's Five Year Strategic Plan had been developed over the past year and one-half. This effort followed upon the footsteps of the First in 2009 strategic plan in which Miami identified benchmarks with peer and aspirational universities and undertook several important initiatives, including the alcohol task force, all designed to make the University a stronger and better place. Dr. Hodge had asked the steering committee responsible for coordinating the First in 2009 efforts for a report about what had been accomplished. The President stated that the committee surprised him with their report, because it was not summary in nature. It did not specifically list accomplishments, but rather claimed that the sum total of the accomplishments had made Miami University the "Engaged University." The phrase, "The Engaged University," has become the centerpiece about how we view ourselves. Dr. Hodge stated that the phrase is not a new vision of the University, but a better articulated vision.

President Hodge reminded the Board that in May 2007 a draft of a Five Year Strategic Plan was distributed to Board members and the Miami community. There were nine strategic goals initially, and those have been reduced to five based upon feedback from the community. Dr. Hodge stated that there were three objectives in developing the strategic goals: focus; establishing the high level of ambition that Miami should have about student success and in its role as a public university to create a better future; and accountability. President Hodge reported that the next step in the strategic plan process is to ask divisions and departments throughout the University to evaluate the strategic goals and decide how to contribute to the implementation of the goals. President Hodge reviewed the five main strategic goals:

- Make the Miami undergraduate experience among the very best in the nation
- Ensure excellence in graduate education
- Raise the level of scholarly accomplishments
- Maximize Miami's contributions to regional, state, national, and global communities
- Establish a firm foundation for our future success by maximizing and leveraging our resources

The Five Year Strategic Goals are included in their entirety as Attachment A.

President Hodge gave an update report on the student engineering group who had presented the Mali Water Pump Project to the Board at its December 7, 2007 meeting. The student team included Asha Ananthu, Meaghan Geist, Chris Hopkins, Ryan Reinke, and Emily Yeager, and their advisor was Dr. Osama Ettouney, Chair and Professor of Mechanical and Manufacturing Engineering. Their project objective was to design, fabricate, and install a self-sustaining human powered water pump and storage tank in the village of Gwele Kona, Mali. Following graduation the students traveled to Mali to install the pump but encountered problems they had not anticipated. Drilling for a water



well was unsuccessful, and the pump was not installed. A new student team will travel to Mali next year with the intent of finishing the project.

President Hodge used this example to illustrate the “uncommon quality” of Miami students who are resilient when problems occur and have the capacity to make plans to overcome the obstacles they encounter. Dr. Hodge complimented these recent Miami graduates for their attitude and their willingness to travel to a foreign country to make a difference in other people’s lives, and he commented that he anticipates even greater achievements from them in the future.

### **Adoption of the Revised Miami University Mission Statement: “The Engaged University”**

President Hodge asked Provost Herbst to review the rationale and timeline for revising the University’s Mission Statement. Dr. Herbst’s report to the Board is recorded verbatim.

Miami’s current mission statement was adopted by the Trustees in 1974. While the Trustees subsequently adopted a diversity statement, a values statement and a functional mission statement (at the behest of the State of Ohio), the mission statement itself has remained unchanged for the last twenty-four years. Miami’s 2005 self-study for accreditation by the Higher Learning Commission of the North Central Association of College and Schools concluded that it was time to change the mission statement, and the University concurred. The timing to revise the statement is especially appropriate in light of Chancellor Eric Fingerhut’s call in his strategic plan, the University System of Ohio, for universities to understand their missions. In fact, the University committed itself in response to the accreditation report to adopting a new mission statement.

In spring 2006, President Garland and I appointed a committee chaired by Professor Robert Benson to study the mission statements of other universities and how they were derived in order to guide the process of Miami developing a new mission statement. The committee members reviewed the mission statements of 76 colleges and universities. The committee agreed that the new Miami University mission statement should avoid creating the perception that it was written merely for the purpose of public relations. It should reflect and inspire the entire University community. It should be concise, specific, and articulate; it should include a brief statement of vision as well as a reference to core values. It should be concerned with the actual history and aspirations of Miami University as a teaching, learning, research, outreach, community-involved and socially and economically contributing state-assisted institution. At best, it should set the direction of the University for at least the next generation in an appropriate historical, regional, social, intellectual, pedagogical, and cultural context.

President Hodge and I agreed that the committee under Professor Benson’s leadership had done an excellent job. In July 2006, the President therefore asked the committee to continue its work and develop the actual mission statement for Miami. The committee began its process in the fall of 2006, devising a broad based process by means of which a new Miami University Mission Statement could be composed. The process consisted of five steps: (1) development of a survey instrument that could be sent out

electronically to students, faculty, staff, and alumni; (2) analysis of the data collected through the survey; (3) construction of two or more rough drafts of a possible mission statement (three were written); (4) organization of focus groups to discuss the drafts, comment on them, make suggestions about emphasis, deletions, or other revisions; (5) and processing of the comments from the focus groups as a means of creating a final draft to submit to the Provost and the President for their approval and subsequent submission to the University Senate and the Board of Trustees for their ratification. Nearly 6,000 people responded to the survey, the numbers heavily representing alumni and faculty, but with significant numbers of students (both graduate and undergraduate) and staff.

The committee spent considerable time analyzing the data from the questionnaire and reading the answers to the open-ended questions. In addition to the survey, the committee commissioned a number of focus groups in order to gain greater insight. On the basis of the results of the questionnaire, the focus groups, and its own investigations, the committee proposed a draft mission statement in October 2007.

The proposal from the mission statement committee was then considered by the President's Executive Council. Associate Vice President Tron was asked to review the mission statement and to revise it as needed. AVP Tron and Professor Benson presented the revised mission statement to University Senate in March 2008. The Senate provided useful feedback and the mission statement was further revised. AVP Tron and Professor Benson presented the further revised mission statement to Senate and it was approved on April 21, 2008 by a vote of 51-0.

The statement before you meets the aspirations of the University and it is not one of public relations but sets the agenda of the University for generations. It refers to our core values and has inspiring language which can guide current and future faculty, staff, students and administrators on the governance of the University.

Upon recommendation of President Hodge, Mr. Wilks moved, Mr. Herche seconded, and by voice vote Resolution R2008-40 was unanimously adopted with six Trustees voting in favor and none opposed.

#### RESOLUTION R2008-40

BE IT RESOLVED: that the Board of Trustees adopts the Miami University Mission Statement: "The Engaged University," as set forth herein, and replacing the mission statement adopted by Resolution R75-5 on June 14, 1974.

### **Miami University Mission Statement**

#### **"The Engaged University"**

Miami University, a student-centered public university founded in 1809, has built its success through an unwavering commitment to liberal arts undergraduate education and the active engagement of its students in both curricular and co-curricular life. It is deeply committed to student success, builds great student and alumni loyalty, and empowers its

students, faculty and staff to become engaged citizens who use their knowledge and skills with integrity and compassion to improve the future of our global society.

Miami provides the opportunities of a major university while offering the personalized attention found in the best small colleges. It values teaching and intense engagement of faculty with students through its teacher-scholar model, by inviting students into the excitement of research and discovery. Miami's faculty are nationally prominent scholars and artists who contribute to Miami, their own disciplines and to society by the creation of new knowledge and art. The University supports students in a highly involving residential experience on the Oxford campus and provides access to students, including those who are time and place bound, on its regional campuses. Miami provides a strong foundation in the traditional liberal arts for all students, and it offers nationally recognized majors in arts and sciences, business, education, engineering, and fine arts, as well as select graduate programs of excellence. As an inclusive community, Miami strives to cultivate an environment where diversity and difference are appreciated and respected.

Miami instills in its students intellectual depth and curiosity, the importance of personal values as a measure of character, and a commitment to life-long learning. Miami emphasizes critical thinking and independent thought, an appreciation of diverse views, and a sense of responsibility to our global future.

#### **Report by the Provost and Executive Vice President for Academic Affairs**

Provost Herbst introduced Dr. William McKenna, chair of the University Senate Executive Committee, who presented the Executive Committee's annual report to the Board of Trustees. Dr. McKenna gave an informational background concerning University Senate, stressing that Miami University has a university-wide entity with faculty, staff, and student representation, unlike many colleges and universities that have faculty-only governing bodies. Dr. McKenna stated that Senate had considered numerous reports from administrators and committees on various topics, including academic advising, the Bicentennial Student Center, the Mission Statement, and the Engaged University. Actions taken by Senate included increasing graduate student representation on University committees, approving several new academic programs and the Bachelor of Integrative Studies at the Regional Campuses, revising the Miami University Policy and Information Manual, created the Benefits Committee, and created an ad hoc committee to review the curriculum approval process. Senate made revisions to the Miami Plan by abolishing the first year seminar requirement and adding a global perspective requirement to the Plan. Senate also endorsed a living wage policy resolution presented to it by a student group. The Executive Committee of University Senate initiated a project to improve the effectiveness of Senate and its committees.

Provost Herbst presented a report on the first year class for fall semester 2008. The target was 3,450 students for the first year class, and the projected entering class will be above 3,500 students. Dr. Herbst reported a twenty percent increase in African

American students and a ninety percent increase in international students. The increase in international students is primarily from Chinese students. The School of Engineering and Applied Science has a thirty percent increase in students for the entering class. Out-of-state students comprise approximately thirty-five percent of the entering class. He stated that the yield rate increased about one percent over last year.

Provost Herbst reported that this year, twenty-four faculty and two librarians are retiring from the University. Their accumulated number of years of service to Miami total 829 years. Dr. Herbst introduced to the Board five members of the faculty who were in attendance at the meeting and stated that they represent the very best of the institution. Dr. Herbst introduced Ms. Jean Sears, Head Document Librarian in the University Libraries; Dr. Anne Morris Hooke, Professor, Microbiology; Dr. Jane Butler Koehle, Professor, Teacher Education; Dr. David Wilson, Professor, Zoology; and Dr. John Skillings, Vice Provost and Professor, Mathematics and Statistics.

### **Award of Tenure**

Upon recommendation of Provost Herbst, Mr. Crain moved, Mrs. Geiger seconded, and by voice vote Resolution R2008-41 was unanimously adopted with six Trustees voting in favor and none opposed.

#### RESOLUTION R2008-41

BE IT RESOLVED: that the Board of Trustees hereby approves the recommendation for the awarding of tenure to the following individuals, effective July 1, 2008:

Donald Ucci  
Professor & Chair  
Electrical and Computer Engineering

Lisa M. Ellram  
James Evans Distinguished Professor of Distribution  
Marketing

### **Finance and Audit Committee Report**

Mr. Fred Wall reported on behalf of the Finance and Audit Committee, and his report is recorded verbatim.

The Finance and Audit Committee met on June 9 and considered seven items of business and received three routine reports. The Committee received a fall enrollment projection from Associate Provost Woodworth. The fall enrollment is ahead of the 3,500 projected first-year students in the budget. However, this may be somewhat offset by fewer transfers than the 300 that were assumed for budget purposes.

The Committee considered a request for a premium pricing strategy for the Professional MBA program that will be offered at the Voice of America Learning Center in August 2009. The program is designed to meet the needs of working professionals but with the feel of an executive program. The \$750 per semester hour tuition will place the tuition just below Xavier University's program. The Committee recommends the approval of the appropriation ordinance.

The FY 2009 budget ordinance calls for a total budget of \$676,940,100. The proposed budget is based on Oxford first-year enrollment of 3,500 students and a one percent enrollment increase at the Hamilton campus. It includes program improvements totaling \$4,060,680 for initiatives such as increased scholarships and additional information technology services. A 2.75% salary and wage increment also is provided in the budget. Finally, the proposed budget includes \$1.3 million for support of additional campaign activities that will be funded by the change in the administrative fee. The Committee recommends approval of the FY 2009 budget ordinance.

The Committee received an update on the current year's operating forecast compared to budget. I am pleased to report that the University's operations are still operating at a break-even level for the year. The forecast remained relatively unchanged from the forecast we received in February.

The Committee also considered the proposed change in the fee charged to the endowment funds for administration of the funds. The Investment Subcommittee also reviewed the proposal in detail at its April meeting. There are two elements of the proposed change: first, the fee would be increased from less than 20 basis points to 50 basis points; and second, the fee would be authorized to reimburse the general fund for development costs in addition to investment management costs. At 50 basis points, the fee would still be considerably lower than other comparable universities. The Committee recommends approval of this resolution.

The Committee reviewed, and recommends approval of, the two facilities resolutions on the agenda: 1) to award contracts for equipment for the Farmer School of Business, and 2) to purchase a small piece of property adjacent to campus. Dr. Creamer will be prepared to address these resolutions when they are brought forward for vote.

In other business, the Committee:

- Met with the Internal Auditor and received her semi-annual report;
- Received an update from Ms. Whitehead on the campaign;
- Received the quarterly report on cash and investments; and
- Received the report on the status of facilities projects.

The Investment Subcommittee also met on June 9. John Christie chaired that meeting, but in John's absence I will ask Don Crain to briefly update the Board on that meeting.

Mr. Don Crain reported on behalf of the Investment Subcommittee, and his report is recorded verbatim.

The investment subcommittee of the finance & audit committee met on June 9<sup>th</sup>. The endowment portfolio was not immune to the highly volatile investment markets early this year and experienced negative returns for the quarter ending March 31<sup>st</sup>. However,



for the one year ending March 31, the portfolio is up 2.16% while broad equity indices are down 5-6%. While this current quarter is not yet complete, we are encouraged by the solid performance we have experienced through the end of May.

Looking back over the past two years, the many changes we have implemented to increase the portfolio's diversification among asset classes, investment strategies, and geographic exposures have clearly benefited us during this difficult investment environment.

Within the portfolio, the committee approved three investment changes:

1. Hire a new global equity manager to replace a terminated international equity manager,
2. Eliminate our exposure to an equity index fund, and
3. Make a commitment to a new private equity fund.

The committee also conducted its annual evaluation of its external investment consultant. The work of the consultants has been satisfactory and we plan to retain their services.

### **Report by the Vice President for Finance and Business Services**

Vice President David Creamer's report is recorded verbatim.

First, let me say how wonderful it is to finally be here. Today has been another important part of my transition as I get to know everyone associated with this wonderful university. My first three weeks have been very busy, but in a way, that has been quite energizing for me. These initial weeks are very important to my transition. I am fortunate to have the opportunity to work with a talented staff and the burden is squarely placed on me to be able to provide the leadership that is needed for us to contribute in a significant way to the goals that the President and the Board of Trustees have set for this university.

I have been busy meeting with each area of my responsibility and learning more about each operation. I also have begun working with the senior members of my leadership team on developing goals for next year and beyond that will enable us to meet the expectations that the President and the Board of Trustees have created.

In this regard, my first Finance and Audit Committee meeting was helpful to me in gaining a greater understanding of the Board of Trustees' expectations. I had planned to meet with the Committee Chairman, Trustee Henderson, this morning, but that was cancelled when he could not make today's meeting. However, I plan to travel to Chicago in the next few weeks to meet with him to gain a better understanding of his expectations for the Finance and Audit Committee and to discuss some of the goals that I have developed for the coming year. I also hope to be able to meet with the other members of the Finance and Audit Committee to gain a better understanding of their insights and expectations.

In addition to a busy schedule working with my staff and others at the University, I am spending one day a week in Columbus working with the Ohio Board of Regents' Subsidy Consultation Group. Some of the things that we are working on include a new funding model for public higher education in Ohio and related issues such as



affordability, efficiency, and tuition policies. This is an interesting period for higher education and I am pleased to be able to represent Miami University in these discussions and hopefully contribute in a positive way to the implementation of the new strategic plan for higher education.

Again, let me say how exciting it is to be at Miami University and to have the opportunity to work with everyone that is a part of this great university.

**Establishment of Professional MBA Program Tuition for Voice of America  
Learning Center**

Upon recommendation of Vice President Creamer, Mr. Crain moved, Mrs. Geiger seconded, and by roll call vote Ordinance O2008-6 was unanimously adopted with six Trustees voting in favor and none opposed.

APPROPRIATION ORDINANCE O2008-6

WHEREAS, the University remains committed to providing the highest quality education and services to its graduate students at reasonable prices despite rising costs and institutional obligations; and

WHEREAS, the University plans to introduce its Professional MBA Program at the VOA Learning Center with classes beginning in Fall Semester 2009; and

WHEREAS, the President and Vice President for Finance and Business Services and Treasurer are hereby authorized to establish instructional and general fees consistent with this Ordinance;

THEREFORE, BE IT ORDAINED: that the Board of Trustees approves an instructional fee of \$750 per semester hour for the Professional MBA Program;

BE IT FURTHER ORDAINED: that students in the Professional MBA Program will be charged the branch campus general fee and the out-of-state surcharge as they apply to all graduate students at all campuses, as well as other applicable miscellaneous fees; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the Vice President for Finance and Business Services and Treasurer and Provost to determine the allocation of the general fee.

**Fiscal Year 2009 Appropriation Ordinance**

Dr. Creamer reminded the Board that this budget is the second year of a biennial budget in which no in-state undergraduate tuition increases are authorized. In addition,

the biennial budget froze the shares of the state budget appropriated to individual institutions while the overall higher education budget was increased to help offset the tuition caps. Dr. Creamer stated that one of the important changes for the next biennial budget is a change in the funding formula which will hopefully be more outcome-based to align with state priorities.

Upon recommendation of Vice President Creamer, Mr. Crain moved, Mr. Herche seconded, and by roll call vote Ordinance O2008-7 was unanimously adopted with six Trustees voting in favor and none opposed.

APPROPRIATION ORDINANCE O2008-7

BE IT ORDAINED: by the Board of Trustees that the Operating Budget for Fiscal Year 2008-09, as presented at this meeting, be and it hereby is enacted with the following current expenditures and transfers for the major purposes as follows:

General Fund Expenditures:

Salaries.....	\$178,904,100
Staff Benefits .....	\$60,097,600
Graduate Assistant Fee Waivers.....	\$20,830,100
Utilities .....	\$15,892,300
Scholarships, Fellowships and Student Fee Waivers.....	\$41,405,800
Ohio Resident Scholarships.....	\$36,354,700
Ohio Leader Scholarships.....	\$76,295,400
Other Expenditures .....	<u>\$38,316,400</u>
Subtotal General Fund Expenditures .....	\$468,096,400

General Fund Transfers:

Debt Service (mandatory transfer).....	\$4,158,000
General Fee and Other (non-mandatory transfers) .....	<u>\$27,176,600</u>
Total General Fund.....	\$499,431,000

Designated Fund .....	\$19,100,000
Restricted Fund.....	\$46,862,000

Auxiliary Enterprises:

Expenditures .....	\$116,195,700
Debt Service (mandatory transfer).....	\$10,691,300
General Fee and Other (non-mandatory transfers) .....	<u>\$(15,339,900)</u>
Total Auxiliaries .....	<u>\$111,547,100</u>

TOTAL .....	\$676,940,100
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Provided that the above appropriations include aggregate merit and salary improvement increases for faculty and unclassified staff equal to two and three quarters percent (2.75%) of the permanent salary base, effective with the beginning of the appointment year; and

Provided further that a pool of funds amounting to two and three quarters percent (2.75%) is included for classified staff salary enhancements and adjustments to scale; and

Provided further that the above appropriations include a two and three quarters percent (2.75%) increase in graduate student stipends; and

Provided further that additional institutional funds are set aside for student financial aid, selected support (non-personnel) budgets, and debt service; and

Provided further that the amounts shown above include a reduction in ongoing operational expenses of \$3 million from which the financial aid and debt-service budget bases have been excluded; and

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

### **Endowment Fund Administrative Fee Resolution**

Vice President Creamer stated that there are two ways to grow an endowment. One is through the investment performance, and the other is through the fund-raising that increases the size of the endowment. He commented that the focus of the use of the administrative fee on helping to cover fund-raising costs ensures that the endowment and the financial situation for the University will continue to be strong.

Upon recommendation of Vice President Creamer, Mr. Wall moved, Mrs. Geiger seconded, and by voice vote Resolution R2008-42 was unanimously adopted with six Trustees voting in favor and none opposed.

#### RESOLUTION R2008-42

WHEREAS: Miami University's unrestricted educational and general fund incurs certain expenses related to development and investment management costs of the Miami University endowment fund; and

WHEREAS: Resolution R98-33 currently authorizes the Miami University endowment to reimburse the Miami University educational and general fund for investment management expenses incurred on its behalf; and

WHEREAS: The Miami University Board of Trustees would like to revise the method by which the endowment fund reimburses the educational and general fund for those costs; and

WHEREAS: The Miami University Finance and Audit Committee and the Investment Subcommittee met and determined an administrative fee of 0.50 percent of the previous fiscal year's March 31<sup>st</sup> value of the endowment assets would be a reasonable reimbursement to the educational and general fund; and

WHEREAS: The Miami University Finance and Audit Committee and Investment Subcommittee discussed the administrative fee would be used to offset expenses;

NOW THEREFORE BE IT RESOLVED: The Miami University Board adopts an administrative fee of 0.50 percent to be calculated against the previous fiscal year's

March 31<sup>st</sup> value of the endowment assets annually and to be paid to the educational and general fund, beginning with the fiscal year ending June 30, 2008.

BE IT FURTHER RESOLVED: Resolution R98-33 is hereby rescinded.

BE IT FURTHER RESOLVED: The Miami University Board of Trustees charges the Miami University Investment Subcommittee with the responsibility of annually reviewing the administrative fee plan and rate.

**Authorization to Award Contracts for Audio/Visual Equipment for the Farmer School of Business**

Vice President Creamer commented that the description of the equipment as audio/visual understates the importance of the purchase. Audio/visual is an outdated term, and the type of equipment used in the modern classroom is essential for the outcomes expected of students. Dr. Creamer stated that these expenditures will add value to the learning and teaching processes.

Upon recommendation of Vice President Creamer, Mr. Wall moved, Mr. Crain seconded, and by voice vote Resolution R2008-43 was unanimously adopted with six Trustees voting in favor and none opposed.

RESOLUTION R2008-43

WHEREAS, the Board of Trustees in April 2007 authorized the University to proceed with the construction of a new School of Business building; and

WHEREAS, Miami University has identified state funds in the amount of \$3,000,000, bond funds in the amount of \$23,550,000, and gift funds in the amount of \$37,673,842 for the new School of Business building; and

WHEREAS, the \$64,223,842 budget includes a cost of audio visual equipment estimate of approximately \$2,100,000; and

WHEREAS, the State of Ohio allows the award of contracts up to 110% of the construction estimate necessitating a bid variation contingency of \$210,000 in addition to the \$2,100,000 audio visual equipment budget; and

WHEREAS, the design is being completed and receipt of bids is planned for August 2008; and

WHEREAS, the Board of Trustees desires to award contracts to the lowest responsive and responsible bidders;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and

Treasurer, with the concurrence of the Board Chair and the Chair of the Finance Committee, in accordance with all State guidelines, to proceed with the award of contracts for audio visual equipment for the Farmer School of Business Building with a total budget not to exceed \$2,310,000.

**Resolution to Acquire Property at 445 Bouden Lane, Oxford, Ohio**

Vice President Creamer reported that the property at 445 Bouden Lane is surrounded by University property. Dr. Creamer stated that final approval for purchase of the property requires approval of the Chancellor and the Controlling Board.

Upon recommendation of Vice President Creamer, Mr. Crain moved, Mr. Wall seconded, and by voice vote Resolution R2008-44 was unanimously adopted with six Trustees voting in favor and none opposed.

RESOLUTION R2008-44

WHEREAS, it is the policy of the University to acquire properties identified as important additions to the campus as they become available; and

WHEREAS, the owners of such property adjacent to the University have indicated an interest in selling the property to the University; and

WHEREAS, the acquisition of that property is desirable for use by the University;

NOW, THEREFORE, BE IT RESOLVED: by the Board of Trustees that the Vice President for Finance and Business Services and Treasurer of the University is authorized and directed to proceed with the purchase of the following real estate, after consultation with the Chair of the Board of Trustees and subject to the approval of the Ohio Board of Regents and the Controlling Board of the State of Ohio in accordance with Section 3333.071 of the Ohio Revised Code:

Situate in the City of Oxford, Inlot 1612.  
Address: 445 Bouden, Oxford, Ohio 45056

**Report by the Vice President for Student Affairs**

Vice President Richard Nault's report is recorded verbatim.

I wanted today to update you on two initiatives that will help enable our students to undertake more meaningful and more impactful lives after they leave Miami. We have gotten some recent data that indicates in part why Miami's leadership programs are respected nationally.

We belong to Eduventures, a research and assessment consortium of respected institutions that allows us to compare the successes of our programs against peer institutions nationally. One of our cooperative investigations this year was to measure

the impact of leadership and community service programs on student development. The findings are important and in some instances striking.

Our students ranked near the very top among the comparative institutions nationally in their participation in leadership programs. Seventy percent of Miami students said they engage in these programs compared to fifty-five percent at the benchmark institutions.

Our students, like students nationally, said they grew the most when they were in roles in which they were mentors, advisors, or counselors for others. They liked classes on leadership, took part in leadership workshops, but it was when they had responsibilities for others that they felt the greatest growth. These would be activities like being a summer orientation staff member, a new member educator for a Greek organization, a resident assistant, a peer mentor, a community service volunteer in a substantive role. This makes sense to me. When you have responsibility for others and their success or failure in part depends on you, I believe your engagement is more intense and meaningful. I believe Miami is effective in leadership development in part because of the array of those opportunities on this campus, and I hope we continue to build on those programs.

The results also give us great clarity in where we need to improve. Like most institutions, we need to be more intentional about how the different leadership experiences a student may have link together, how the leadership pieces fit together. But overall we are encouraged by the results of this survey.

A major driving force in our leadership programs has been the initiatives of the Harry T. Wilks Leadership Institute, and this summer the Wilks Institute took national prominence in leadership education. With an important grant from the McCormick Tribune Foundation, we hosted on campus a national dialogue on leadership education and democratic citizenship. Much of the ethos of the Wilks Institute programming is that we must prepare students for leadership, but we need to press them to use their leadership skills to make our democracy healthier. The conference was innovative. The Wilks staff sought first to bring to campus institutions that would represent the diversity that marks higher education in this country, so meeting in Oxford were representatives of institutions as varied as UMASS, Stanford, Spellman, Defiance College, The University of New Mexico, the University of Denver, and Berea College—institutions not normally grouped together but which are on the cutting edge in their campus practices. Similarly, in innovative ways we asked each institution to include students on their teams, and their participation resulted in conversations that were particularly focused and innovative. Dr. Nick Longo and his staff are planning both a publication and regional meetings related to the work that began on this campus.

In a second major development for us in Student Affairs, in a stunning and remarkable decision, Cynthia and Edsel Ford, chairs of our Parents Council this year, have agreed to fund a meditation room in the new Bicentennial Student Center and to fund projects, particularly targeted on the sophomore year, that will enable students to explore issues of spirituality, meaning, and purpose in their lives. They have provided us



one million dollars for these initiatives. This gift seems symbolically important to me. It will be the first major gift for the Student Center, and it will fund a place that should be at the heart of student life: a gathering place for the practice and discussion of personal meaning, faith, and spirituality. The other funds will help sophomores address some of the serious issues about life purposes that we want to address in the sophomore year. The Ford's are remarkable philanthropists and they have been a vital part of our work in student affairs over the past four years. We are gratified beyond measure that they saw in these projects a way to leave a lasting legacy on this campus.

I am pleased that as I leave this position of vice president, that we have been so successful in fundraising. We started with a goal of \$2.5 million, and we are getting close to raising \$9 million dollars. Nearly all of these funds are for student initiatives, and I celebrate the impact these funds will have on student life. I am also glad that I'm leaving before Jayne can raise my goal any higher.

As I close this report, I want to express to you again my profound gratitude to all of you for the support you have given me in my work. You have been supportive in ways that have affected me deeply. I think one of the greatest gifts a person in an organization can give you is a new way of thinking about an issue: new lenses to address persistent problems, and you have given me those lenses. When I'm asked what it is like to work with you, I have said, not entirely jokingly, that you are simply some of the smartest people on the planet, because in addition to giving me support, you have helped me think about my work and the purposes of this institution in fresh ways. When I have made mistakes, you have allowed me to try to correct the wrong. You have supported my commitment to students. You have wanted to know about their lives. As I retire, I leave a place that I've come to love. I have come to bleed Miami red. I have been privileged beyond measure to have served Miami students in the position you have given me and to be able to work with you. I can only thank you again and again and again for your support.

Following Dr. Nault's report, Associated Student Government (ASG) President Michael Scott addressed the Board. Mr. Scott's report is recorded verbatim.

Good morning. My name is Mike Scott, and I am a senior political science major from Dublin, Ohio. For the past two summers I have worked as a tennis instructor at a country club in Dublin. My greatest obstacle during that time was deciding what to do when a group of 8-year olds rallied behind their 9-year old ring-leader and threw their racquets across the net straight at my head all at the same time. So needless to say, when I found that I would be working for Randi Thomas in Institutional Relations, my expectations for the summer were nothing more than a safe work environment.

However, over the course of this summer I have had the chance to learn how the University operates and meet many of the people who keep this place running. Randi, a former Student Body President in 1988, has been an understanding and accommodating mentor, allowing me ample time to prepare and lay the foundation for student government next year.

I have also had the opportunity to represent the University at both Oxford City Council and Butler County Planning Committee meetings, advocating for the

construction of a U.S. State Route 27/U.S. State Route 73 connector road. I attended the American Israel Public Affairs Conference in Washington D.C., and heard from each of the presidential candidates as well as a number of Congressional members on a wide variety of topics. I visited our partners, the Miami Tribe, at their home in Miami, Oklahoma and after spending a day with three Miami University graduates who are also Tribal members, I witnessed an actual Tribal pow wow. And after a weekend hearing stories from alums dating back to two women who were roommates their freshman year, the year being 1937, I saw a scene out of *Dancing with the Stars* when I saw President and Mrs. Hodge swing dance at AlumniFest!

Allow me to share a brief experience from my time at the AIPAC conference in Washington D.C. During one of my days there, I wore this very Miami University tie to let our University be seen in our nation's capital. During that day, I was approached by a long-lost friend from freshman year in the Subway for an unlikely reunion. I was recognized and stopped in the tunnels underneath the Capitol building by a fellow member of the Miami Greek community who is working for Senator Specter this summer, and who gave me an all-access tour of the Senate half of the U.S. Capitol building. And my favorite story of all: On our way to a Student Leader's Lunch at the Hyatt Regency, I was walking with the Miami delegation; two friends from our Students for Israel group and two recent graduates. As we were walking into the banquet room, I was tapped on the shoulder by a young man. He looked at me inquisitively and said, "Mike Scott?" I tried to muster up a look of recognition, but couldn't. He said, "I'll tell you up front, you don't know me and this is kind of creepy." At this point, I'm looking for the nearest exits. He continued, "My name is John Bobb-Semple, the Student Body President from Central Oklahoma University. Early in my campaign, I was down in the polls and realized that my campaign was in trouble. So I got on the internet to look for ideas, and you were all over the place! I followed your campaign, checking your website at least once a week. To be honest with you, I borrowed many of your campaign strategies and platform ideas. And the good news; I won!" My ego was quickly brought back to size though when he finished by saying, "I have to be honest though, I didn't know for sure if it was you. You look a lot taller on camera."

These stories are an example of the impact we as students can have today. It is an impact that is not confined by the city limits within which we reside. Miami students are engaged around the country this summer. With today's technology, we can communicate with students from around the state, around the country, and around the world. The possibilities are great, and the student body which I have the honor of representing is capable, willing, and excited to be a part of this new global community. Miami University must continually strive to ensure that our level of education supports this aspiration.

While we focus on equipping students for the global world, we must also strive to ensure that their Miami experience is unique. I ran for Student Body President because it is our Bicentennial year and we have not only a rich history to celebrate, but a rich future to plan. I ran because my father attended Miami, and when I see him on campus today, I see his eyes light up as he remembers the best years of his life. And I ran because I love each and every brick on this divine campus, coined as the most beautiful campus there ever was.

In this upcoming year, my Cabinet and Associated Student Government will be working at the very least to improve communication between student organizations on campus, to reclaim our traditions and increase school spirit in our bicentennial year, to continue working to ensure the planning of a truly student-centered Bicentennial Student Union, and to collaborate with the Ohio Student Government Association to identify issues affecting all of us in higher education.

The other day as I was walking out of Roudebush, I was approached by an administrator. He asked me where I was from and I replied "Dublin, Ohio." He then asked if I would have a chance to visit home much this summer. The first thought that crossed my mind was, "I'm at home right now." It is my hope that every student can have a Miami experience which leaves both their head and their heart believing that Miami is their home.

Finally, I would like to recognize both Dr. Richard Nault, who has been a dedicated advisor, mentor and friend, and Mr. Gary Manka, who has served the University tirelessly for the past 23 years, for their dedication to the students of Miami University. They have both given so much to so many, and they will be greatly missed.

Thank you for the opportunity to speak with you today. I look forward to continuing the strong relationship between the Board and Miami's students, and I look forward to a great year.

#### **Report by the Vice President for University Advancement**

Vice President Jayne Whitehead presented a campaign update on the *For Love and Honor* capital campaign, and her report is included as Attachment B. She also reported on the activities of Alumni Weekend. There were 2,126 registrants for the weekend and eighteen constituent reunions. Ms. Whitehead thanked her staff and the Departments of Physical Facilities and Housing, Dining and Guest Services for their support of the program.

#### **Report by the Interim Vice President for Information Technology**

Interim Vice President Debra Allison's report is included as Attachment C.

#### **Annual Report by the Director of Intercollegiate Athletics**

Director of Intercollegiate Athletics Brad Bates' report is included as Attachment D.

#### **Report by Student Trustees**

Student Trustee Kerry McCormack thanked Vice President Nault for his service to Miami University and its students, and Student Trustee Heath Ingram's report is recorded verbatim.

Since being appointed to the Board many of my friends and peers have asked me what exactly it is that I do as a student trustee. The position is ambiguously defined in the Regulations of the Board of Trustees, but I have found it to be one that offers me an immense opportunity to work to address literally any issue that may be affecting our institution whether it is here in Oxford or at our branch campuses. Through speaking with a myriad of faculty members, classified staff, administrators, and students, I have been able to develop a better understanding of the issues affecting Miami and ways that we can go about resolving them.

With that said I would like to spend just a few moments to give the board an update on just some of the issues that I have begun to work on and those I look forward to addressing in the future. These issues include intercollegiate athletics, our honors program, university advancement, campus safety and others. Although I am still in the process of deciding which issues I will invest the majority of my time, these particular topics are ones that have been identified as areas that the university can do more to enhance. I hope to be able to connect with the right people in order to work to make a positive impact on these areas.

I would like to point out that the mission statement the Board has approved today not only better serves our institution but it is also a step forward in Governor Strickland's overall plan to reform higher education in Ohio. I recently read Chancellor Fingerhut's Strategic Plan for Higher Education report which has been delivered to the General Assembly. In it, the Chancellor calls for universities to develop distinct missions. The mission statement we have established today will not only better Miami and achieve some of the Governor's goals, but it will also help young Ohioans who are choosing to go to college have a better idea of the education Miami strives to instill in its students.

I feel that I would be remiss, and be doing the student body a disservice if, as a student, I did not acknowledge the retirement of Dr. Richard Nault. In the short time that I have known Dr. Nault I have developed an enormous amount of respect for him. I certainly share this respect with countless other students who have had the privilege to work with him. Dr. Nault emanates passion – a characteristic of any strong leader. The unwavering passion Dr. Nault has for Miami is what sets him apart from other faculty. An example highlighting his dedication is the fact that he would patiently sit through entire Student Senate meetings all the while fielding questions the students have and pointing them in the right direction so they could see the changes they sought come to fruition. Never once I have observed Dr. Nault merely go through the motions to get through his work. It is clear to me that he has put his heart and soul into this institution. I believe that I can speak on behalf of the entire student body when I say that he will be dearly missed.

I would like to conclude by expressing my excitement for the upcoming academic year and I am looking forward to continue working on making Miami University an even better institution.

### **Other Business**

Chair Richard Smucker appointed Kay Geiger and Sue Henry to the Academic Affairs Committee.

**Resolution of Appreciation for Richard Nault**

Upon recommendation of President Hodge, Mr. Wall moved, Mrs. Geiger seconded, and by voice vote Resolution R2008-45 was unanimously adopted with six Trustees voting in favor and none opposed.

RESOLUTION R2008-45

RESOLUTION OF APPRECIATION  
TO  
Dr. Richard L. Nault

WHEREAS, Dr. Richard L. Nault — the First — has been “paying the civic rent” by sharing his time and talents with the Miami University community for the past 25 years; and

WHEREAS, Dick — who listens intently, laughs heartily, and hugs freely — left Washington University in St. Louis to become associate director of the University Honors Program at Miami in 1983 only to discover he had a second job at Bruno’s Pizza, thanks to an enterprising student who filled out an application in his name; and

WHEREAS, the only son of a mother who taught and a father who worked in the steel mills of Gary, Ind., truly believes that every person he meets is “the best and most wonderful person in the world”; and

WHEREAS, he maintains lifelong relationships with former students, writing hundreds of recommendation letters every year and attending their weddings, having officiated at a few and served as best man at one — always showing up with a turkey platter gift in hand; and

WHEREAS, Dick is a dedicated swimmer, opening the Rec Center every morning at 6 a.m., and an avid gardener with a vociferous vendetta against deer, especially the ones helping themselves to his dahlias; and

WHEREAS, the graduate of Ohio Wesleyan and the University of Chicago who became Miami’s Director of the Honors Program, Dean of Students, and Vice President for Student Affairs believes the best part of his job is listening to young people, leading to daily lunches with students and occasional overnight stays in residence halls; and

WHEREAS, Dick, longtime advisor to Kappa Alpha, has a profound sense of the potential in each individual and is serious about his work, having walked the halls of Roudebush during sit-ins and the streets of Oxford during times of trouble to hear students’ concerns, usually saying at some point during the crisis, “I feel like I’m drinking from a fire hose”; and



WHEREAS, the 1998 Alumni Association Effective Educator, the first non-faculty member to be so honored, has overseen the creation of 41 recommendations from an alcohol task force and the implementation of several of those items, including sophomore residency and the Bicentennial Student Center;

NOW, THEREFORE BE IT RESOLVED: that the members of Miami University's Board of Trustees fondly recognize Richard L. Nault and deeply appreciate his 25 years of dedication to this Board and to Miami University; and

BE IT FURTHER RESOLVED: that the Board is grateful that Dick, who remains to many Miamians a most important teacher, mentor, and friend, is not fully retiring but instead delving more deeply into the meaning of academic integrity on campus; and

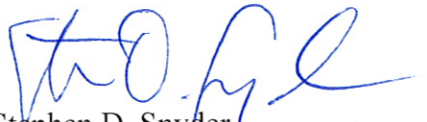
BE IT FURTHER RESOLVED: that despite students' efforts at commencement to be publicly recognized as Richard L. Nault the Second, Richard L. Nault the Third, and so on, the Board recognizes that there is and can only ever be one Richard L. Nault and that all of Miami University has been blessed by your presence here.

Done this 20th day of June, Two Thousand and Eight at Miami University in the City of Oxford, County of Butler, State of Ohio, and of the establishment of this University One Hundred and Ninety-Nine years ago by the Miami University Board of Trustees.

#### **Executive Session**

At 12:00 p.m., upon recommendation of the Chair, Mr. Wall moved, Mr. Crain seconded, and by roll call vote the Board convened to Executive Session for the purpose of discussing the appointment of public officials as provided by the Ohio Open Meetings Act, Revised Code Section 121.22.

At 1:00 p.m. the Board adjourned the Executive Session, and with no other business coming before the Board, a motion was duly made, seconded, and by voice vote the meeting was adjourned.

  
Stephen D. Snyder  
Secretary to the Board of Trustees



**MIAMI UNIVERSITY**  
**FIVE YEAR STRATEGIC GOALS**

***I. Make the Miami Undergraduate Experience Among the Very Best in the Nation.***

*The defining hallmarks of an engaged Miami education are a broad foundation in the liberal arts and an intense focus on both the intellectual and personal development of highly motivated undergraduates, leading to exceptional student success.*

- A. Advance the academic success of students.
  - 1. Become a national model for developing critical intellectual capacities by implementing developmentally-appropriate learning and a discovery-based curriculum that focuses on inquiry-driven, active forms of education.
  - 2. Increase the six-year overall graduation rate to 85% (from 81%), and eliminate the gap for minority graduation rates.
  - 3. Advance a culture that embraces difference, and increase the proportion of minority students to at least 12% (from 8.5%).
  - 4. Increase study abroad participation to 50% (from 36%) for Oxford campus students.
  - 5. Increase the proportion of students involved in direct, meaningful research experiences with faculty and staff.
- B. Broaden students' learning and growth through active engagement with student life opportunities.
  - 1. Become a national model for the development of the whole person, with an emphasis on integrity, responsibility, engagement, and ethical behavior.
  - 2. Successfully implement the sophomore residency requirement, thereby increasing student intellectual and personal development, student engagement in both the curricular and co-curricular life of the university, and sophomore year retention rates.
  - 3. Develop a model Greek community that achieves national recognition for its commitment to intellectual achievement, leadership, personal growth, and service to the broader community.
  - 4. Design and construct the Bicentennial Student Center to provide an innovative and engaging environment that effectively supports the entire student experience.
- C. Develop in students the adaptive and creative capacities for lifelong learning and success in a rapidly changing world.
  - 1. Make the development of leadership a focal point of the Miami student experience in both academic and student life activities.
  - 2. Enhance career development and deepen learning by providing meaningful real life experiences for all students through internships, service learning, and student teaching.
  - 3. 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.
- D. Become a national model for intercollegiate athletics by maximizing student-athlete development and creating an engaged student body with the successful implementation of the Culture of Champions strategic plan.

## **II. *Ensure Excellence in Graduate Education.***

*Miami is committed to excellence in the graduate programs it chooses to offer. Selective excellence provides for focused accomplishments that best benefit graduate students and contribute most effectively to our teaching and research missions.*

- A. Promote graduate program excellence through comprehensive program review, taking into account the evolving nature of academic fields, changing societal needs, the ability to leverage Miami University strengths, and program viability.
- B. Promote interdisciplinary perspectives and innovative programs
- C. Increase inter-university collaborations in light of changing fields and the evolving needs of the State of Ohio.
- D. Facilitate the development of the teacher/scholar model for graduate students.
- E. Strengthen competitive awards and support for graduate students.

## **III. *Raise the Level of Scholarly Accomplishments.***

*The teacher/scholar model is at the heart of Miami's model for faculty, and discovery is at the heart of the Miami student experience. Professors who are at the intellectual frontiers of their respective disciplines make important contributions to knowledge, and they provide exceptional learning and discovery opportunities that define the engaged undergraduate experience at Miami.*

- A. Provide appropriate infrastructure to support faculty research, scholarship, and creative activity.
- B. Encourage and support student involvement in faculty research and creative activity, and undergraduate and graduate student research and creative activity collaborations.
- C. Make strategic investments in selected initiatives to strengthen or create recognized Centers of Excellence.
- D. Increase extramural funding to \$35 million (from \$25 million).
- E. Identify and strategically communicate faculty, staff, and student research accomplishments and collaborations.

## **IV. *Maximize Miami's Contributions to Regional, State, National and Global Communities.***

*We recognize and embrace our responsibility to contribute to a greatly improved economic and civic future for our region, our state, our nation, and beyond, by providing significant innovative educational, scholarly, creative, service, and outreach opportunities.*

- A. Provide increased access and success for Ohio students of all socio-economic backgrounds.
- B. Contribute to the success of Ohio by enhancing Miami's national reputation and by attracting talented and diverse students, faculty, and staff to Ohio.

- C. Become a leader in the statewide transformation of regional campuses, providing appropriate educational opportunities to better serve the needs of our communities.
- D. Increase our partnerships with K-12 schools and health and human service agencies to improve the education and well-being of children, families, and communities.
- E. Build collaborations with businesses and other universities, both national and international, to strengthen the economy in our region and in the state of Ohio.

**V. *Establish a Firm Foundation for our Future Success by Maximizing and Leveraging our Resources.***

*The future success of Miami rests on our ability to create a strong foundation of resources and best practices to attract, support, and enable the very best faculty and staff to carry out our mission.*

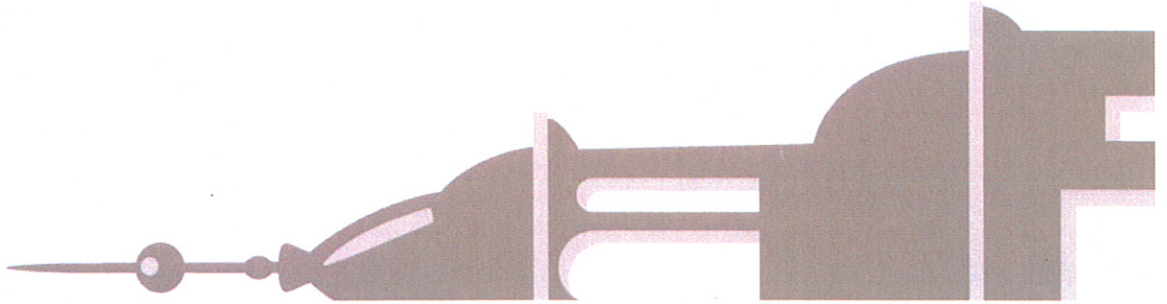
- A. Foster an environment that values both the professional success and personal fulfillment of our employees by ensuring that they are recognized, rewarded, supported and given the opportunity to grow professionally and personally.
- B. Establish diversity as an educational resource and marker of excellence by maximizing the representation and engagement of diverse and multifaceted viewpoints and life experiences.
- C. Adopt strategic practices that maximize the effectiveness of our human and financial assets.
  - 1. Create a culture of continuous improvement and caring service.
  - 2. Encourage a spirit of entrepreneurial thinking to generate new sources of revenue and savings.
  - 3. Utilize a long-term financial model that enables sound decision-making for our future.
  - 4. Clarify and implement standards for faculty workload that align faculty time with University priorities and provide the balance of teaching and scholarship for which Miami is known.
- D. Become a leader in environmental sustainability by implementing economically viable environmental best practices.
- E. Create a culture of giving that ensures success for Miami's next century.
  - 1. Achieve the \$500 million "For Love and Honor" campaign goal.
  - 2. Increase annual alumni giving to at least 25% (from 16%).
  - 3. Raise \$80 million to construct the Bicentennial Student Center with at least 50% of Oxford campus alumni making a donation to the building.
  - 4. Strategically and responsibly manage donations to the University and create a model of best practice for donor and gift stewardship.
  - 5. Increase the number of faculty endowments to at least 100 (from 40).
- F. Raise our state and national profile as a leading innovative university by strategically and effectively communicating our accomplishments, both externally and internally.

The Miami University Campaign For Love and Honor

# Campaign Update for Board of Trustees

June 20, 2008

Oxford, Ohio

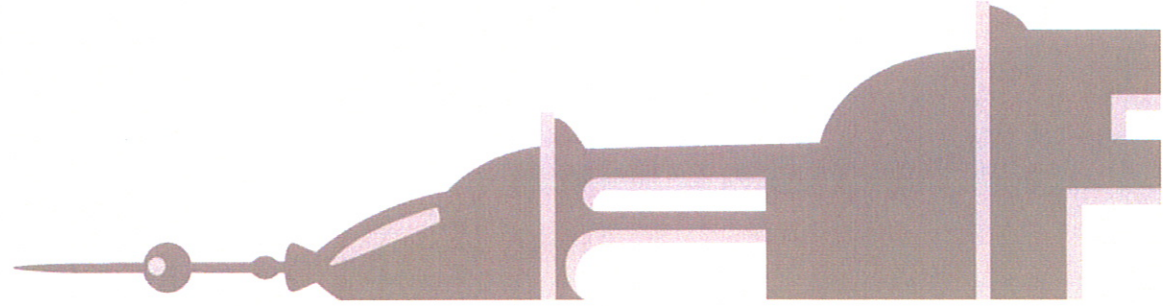




# Campaign Gift Pyramid - as of June 18, 2008

The Miami University Campaign

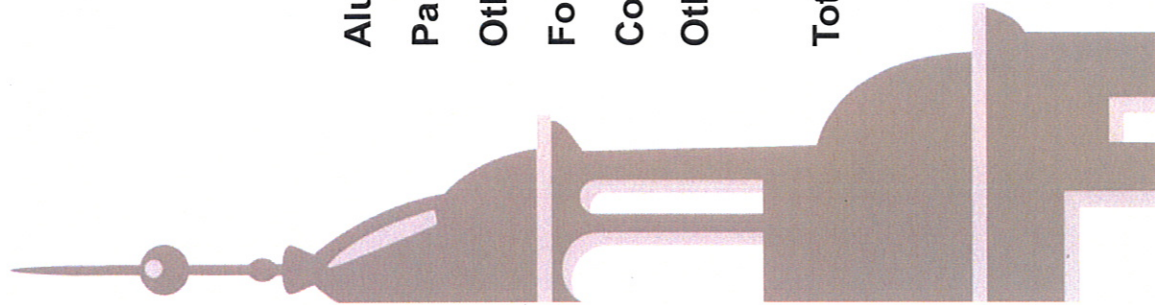
For Love and Honor



Level	Required Number	Total	Actual Number	Total
\$25,000,000+	2	\$50,000,000	1	\$25,000,000
\$10,000,000	10	\$100,000,000	7	\$75,605,000
\$5,000,000	15	\$75,000,000	6	\$35,222,375
\$2,000,000	20	\$40,000,000	9	\$30,402,628
<b>Leadership Gifts</b>	55	\$55,000,000	34	<b>\$42,749,566</b>
\$500,000	65	\$32,500,000	26	\$16,240,575
<b>Major Gifts</b>	400	\$40,000,000	225	<b>\$39,796,793</b>
\$50,000	450	\$22,500,000	199	\$12,377,635
\$25,000	800	\$20,000,000	367	\$11,034,876
<b>Special Gifts</b>	1,500	\$15,000,000	711	<b>\$9,427,703</b>
<b>Gifts Below</b>	many	\$50,000,000	many	<b>\$36,553,232</b>
<b>Total</b>		\$500,000,000		<b>\$334,305,382</b>

# Giving by Constituent Group - as of June 18, 2008

The Miami University Campaign For Love and Honor



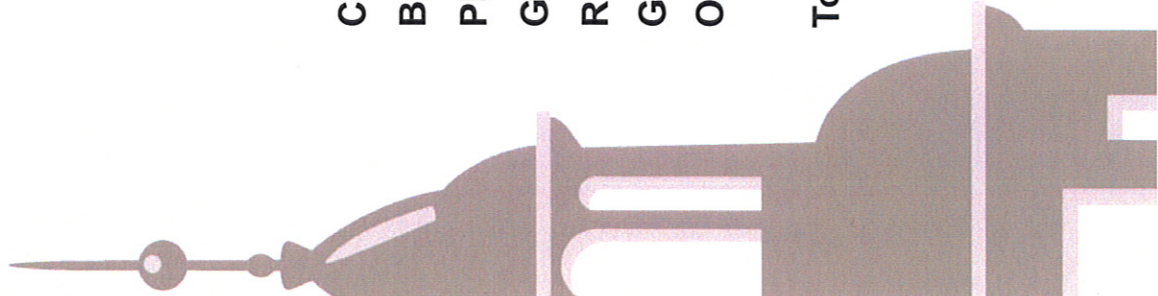
	Column I Outright Gifts & Pledges	Column II Planned Gifts Face Value	Column III Planned Gifts Present Value	Column IV Total Col I + II	Column V Total Col I + III
<b>Alumni</b>	\$131,912,766	\$85,428,417	\$43,863,942	\$217,518,184	\$175,776,708
<b>Parents</b>	\$20,007,278	\$730,000	\$316,416	\$20,737,278	\$20,323,694
<b>Other Individuals</b>	\$21,045,103	\$9,297,580	\$3,693,637	\$30,342,683	\$24,738,740
<b>Foundations</b>	\$39,010,124	\$0	\$0	\$39,010,124	\$39,010,124
<b>Corporations</b>	\$21,592,736	\$0	\$0	\$21,592,736	\$21,592,736
<b>Other</b>	\$5,104,378	\$0	\$0	\$5,104,378	\$5,104,378
<b>Total</b>	\$238,672,385	\$95,455,997	\$47,873,995	\$334,305,382	\$286,546,380



# Giving by Type - as of June 18, 2008

The Miami University Campaign For Love and Honor

	Column I Outright Gifts & Pledges	Column II Planned Gifts Face Value	Column III Planned Gifts Present Value	Column IV Total Col I + II	Column V Total Col I + III
Cash	\$219,549,482	\$0	\$0	\$219,549,482	\$219,549,482
Bequests	\$0	\$73,177,164	\$38,021,903	\$73,177,164	\$38,021,903
Planned Gifts	\$352,909	\$22,455,833	\$9,044,854	\$22,808,742	\$9,397,763
Gifts in Kind	\$10,656,506	\$0	\$0	\$10,656,506	\$10,656,506
Real Estate	\$378,000	\$0	\$0	\$378,000	\$378,000
Grants	\$7,735,488	\$0	\$0	\$7,735,488	\$7,735,488
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$238,672,385</b>	<b>\$95,455,997</b>	<b>\$47,066,757</b>	<b>\$334,305,382</b>	<b>\$285,739,141</b>



# Giving by College/Area/Unit - as of June 18, 2008

The Miami University Campaign For Love and Honor

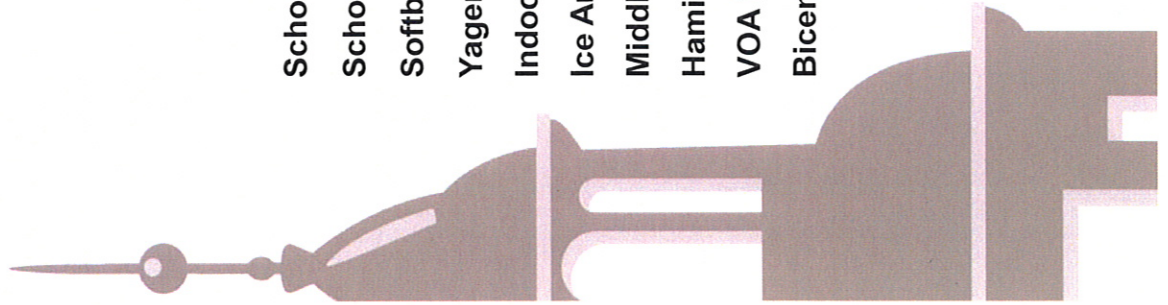
	Outright gifts & pledges, Face Value Planned Gifts	Outright gifts & pledges, Present Value Planned Gifts	Goal	% Goal Reached	Balance Goal
<b>College of Arts and Science</b>	\$25,221,885	\$21,616,831	\$50,000,000	50.44%	\$24,778,115
Farmer School of Business	\$55,616,135	\$49,346,658	\$80,000,000	69.52%	\$24,383,865
<b>School of Education, Health and Society</b>	\$13,581,058	\$11,610,085	\$15,000,000	90.54%	\$1,418,942
School of Engineering & Applied Science	\$4,739,236	\$4,856,466	\$15,000,000	31.59%	\$10,260,764
<b>School of Fine Arts</b>	\$10,174,836	\$9,283,122	\$15,000,000	67.83%	\$4,825,164
School of Interdisciplinary Studies	\$2,992,626	\$2,510,746	\$2,800,000	100.00%	\$0
<b>Graduate School</b>	\$2,748,191	\$2,757,654	\$4,000,000	68.70%	\$1,251,809
Intercollegiate Athletics	\$36,362,148	\$24,693,289	\$50,000,000	72.72%	\$13,637,852
<b>University Libraries</b>	\$3,024,306	\$2,759,276	\$3,200,000	94.51%	\$175,694
Student Affairs	\$8,711,124	\$8,480,018	\$7,000,000	100.00%	\$0
<b>Hamilton Campus</b>	\$5,745,637	\$2,143,633	\$6,500,000	88.39%	\$754,363
Middletown Campus	\$1,737,369	\$1,601,926	\$2,250,000	77.22%	\$512,631
<b>Academic Enhancement Fund</b>	\$12,055,161	\$10,203,686	\$20,250,000	59.53%	\$8,194,839
University-wide Initiatives	\$106,861,601	\$99,895,547	\$226,500,000	47.18%	\$119,638,399
<b>University – Unrestricted</b>	\$26,870,436	\$23,342,837	\$0	N/A	\$0
Undesignated Funds	\$17,395,470	\$11,003,755	\$2,500,000	100.00%	\$0
<b>Other Areas</b>	\$538,165	\$440,851	\$0	N/A	\$0
<b>Total</b>	\$334,305,382	\$286,546,380	\$500,000,000	66.83%	\$165,694,618



# Commitments by Project - as of June 18, 2008

The Miami University Campaign For Love and Honor

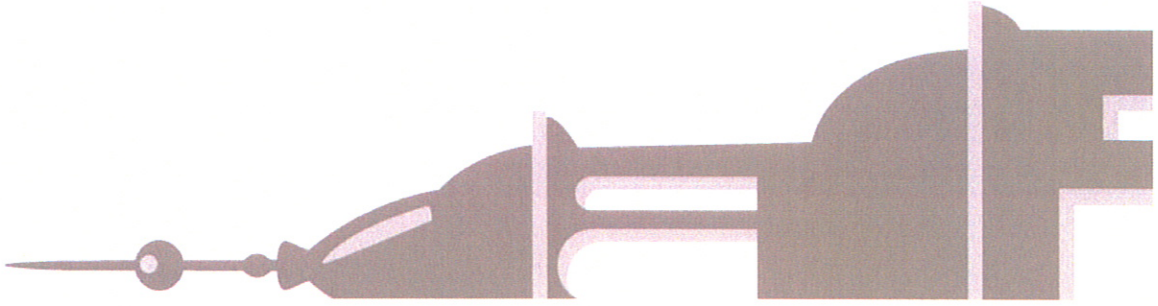
	Outright gifts & pledges, Face Value Planned Gifts	Outright gifts & pledges, Present Value Planned Gifts	Goal	% Goal Reached	Balance Goal
School of Business Facility	\$42,507,100	\$36,239,930	\$40,000,000	100.00%	\$0
School of Engineering Facility	\$600	\$600	\$5,000,000	0.01%	\$4,999,400
Softball Fields	\$1,100	\$1,100	\$500,000	0.22%	\$498,900
Yager Stadium Renovation	\$5,032,567	\$5,032,567	\$10,500,000	47.94%	\$5,467,4330
Indoor Practice Facility	\$200	\$200	\$8,000,000	0.00%	\$7,999,800
Ice Arena	\$5,517,330	\$5,517,330	\$5,500,000	100.00%	\$0
Middletown Campus Center	\$1,447,018	\$1,447,018	\$2,500,000	58.43%	\$1,052,982
Hamilton Campus Conservatory	\$3,462,175	\$11,945	\$3,450,000	100.00%	\$0
VOA Learning Center	\$500	\$500	\$2,000,000	0.03%	\$1,999,500
Bicentennial Student Center	\$420,580	\$400,550	\$80,000,000	0.53%	\$79,579,420



# Giving by Designation - as of June 18, 2008

The Miami University Campaign

For Love and Honor



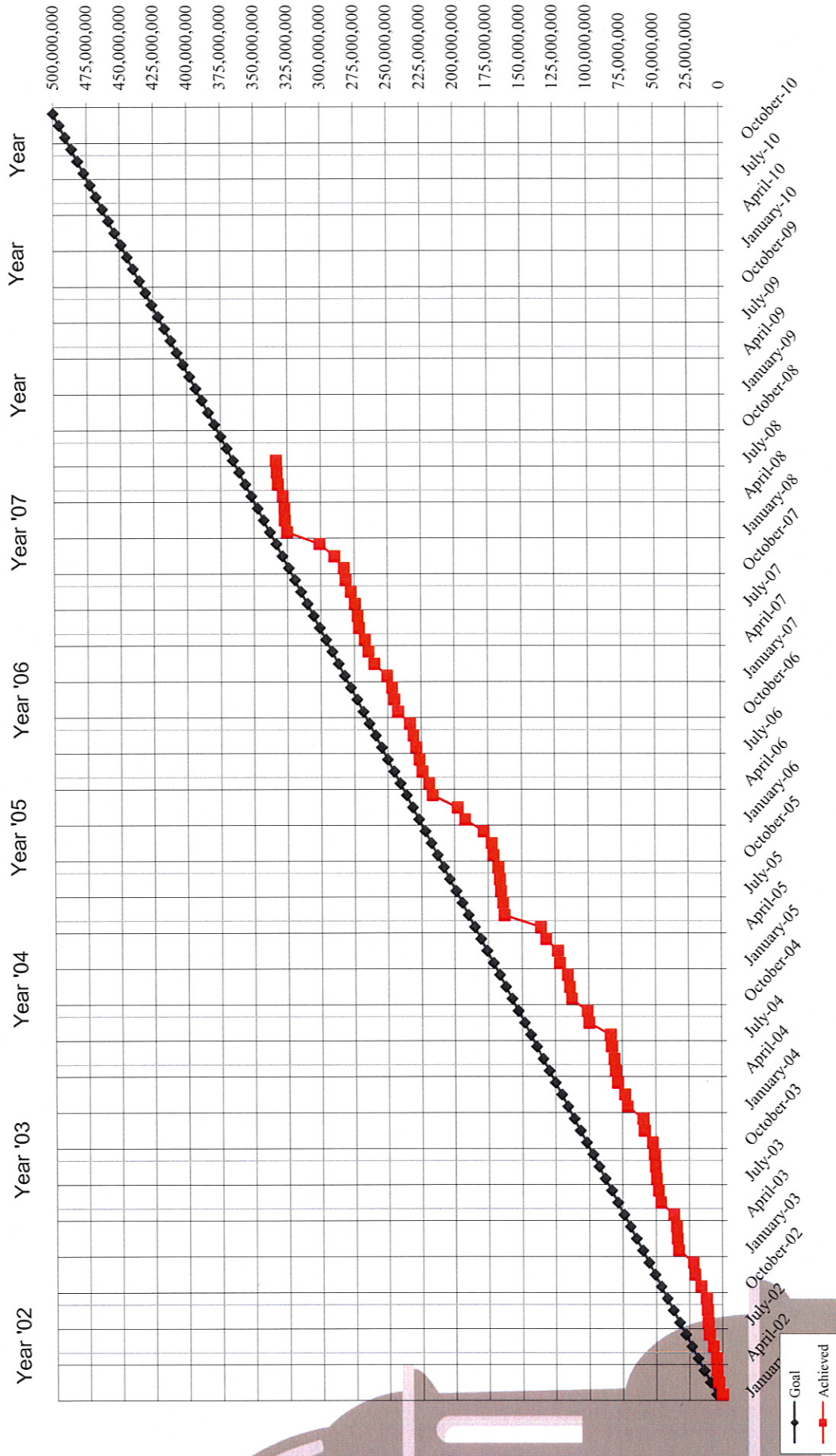
Capital	\$ 58,237,082
Endowment	\$ 207,134,773
Expendable	\$ 68,933,528
<b>Total</b>	<b>\$ 334,305,382</b>



# Campaign Monthly Goals

The Miami University Campaign For Love and Honor

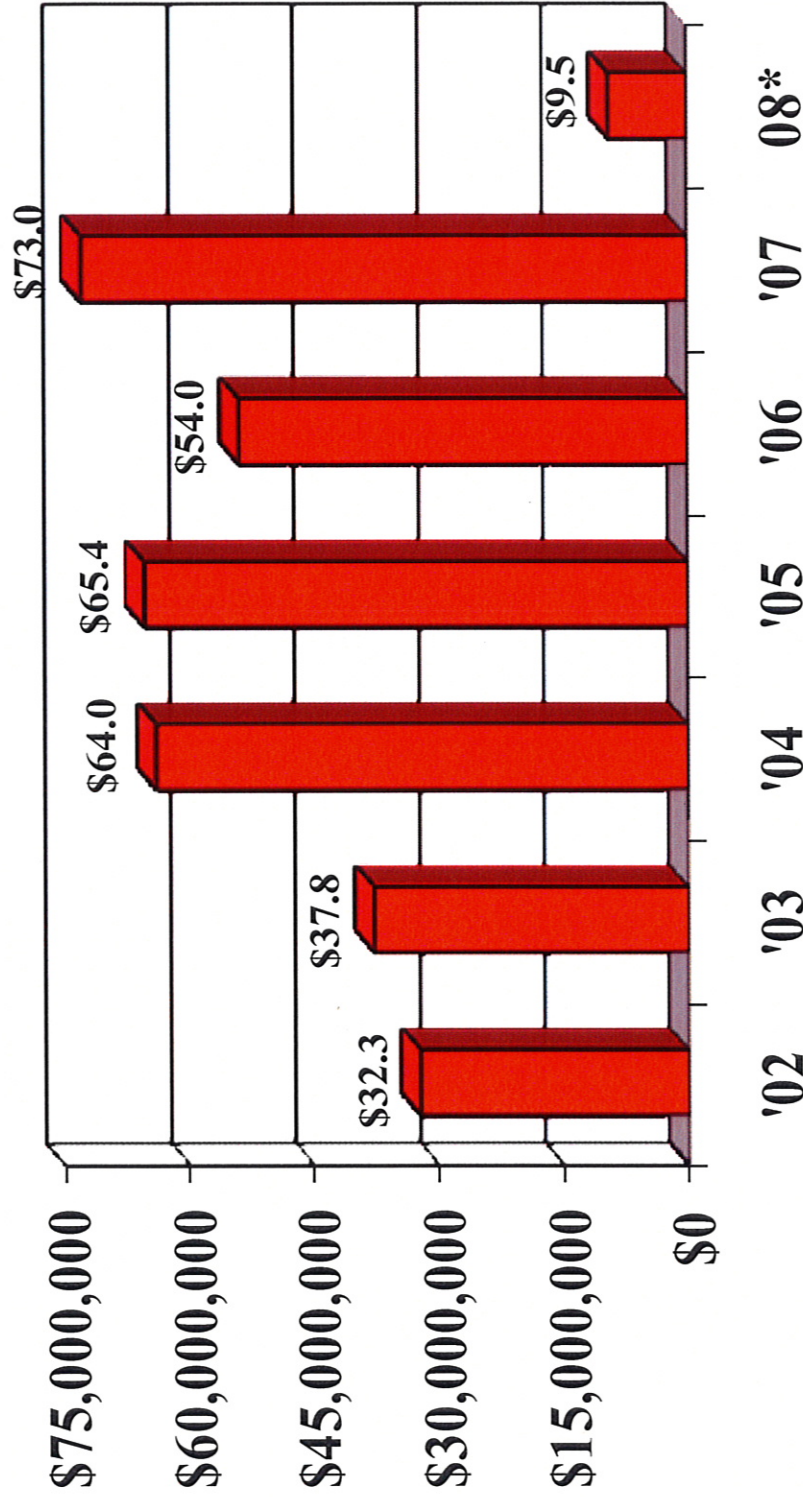
## Campaign Monthly Goals





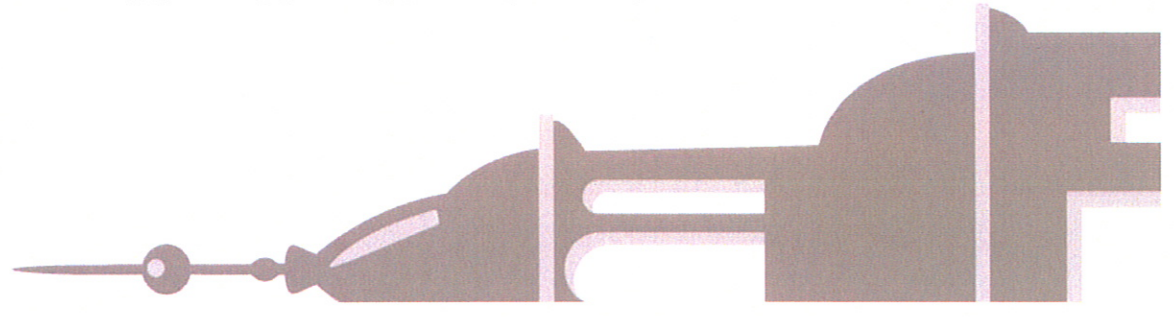
# Total Campaign Commitments

The Miami University Campaign For Love and Honor



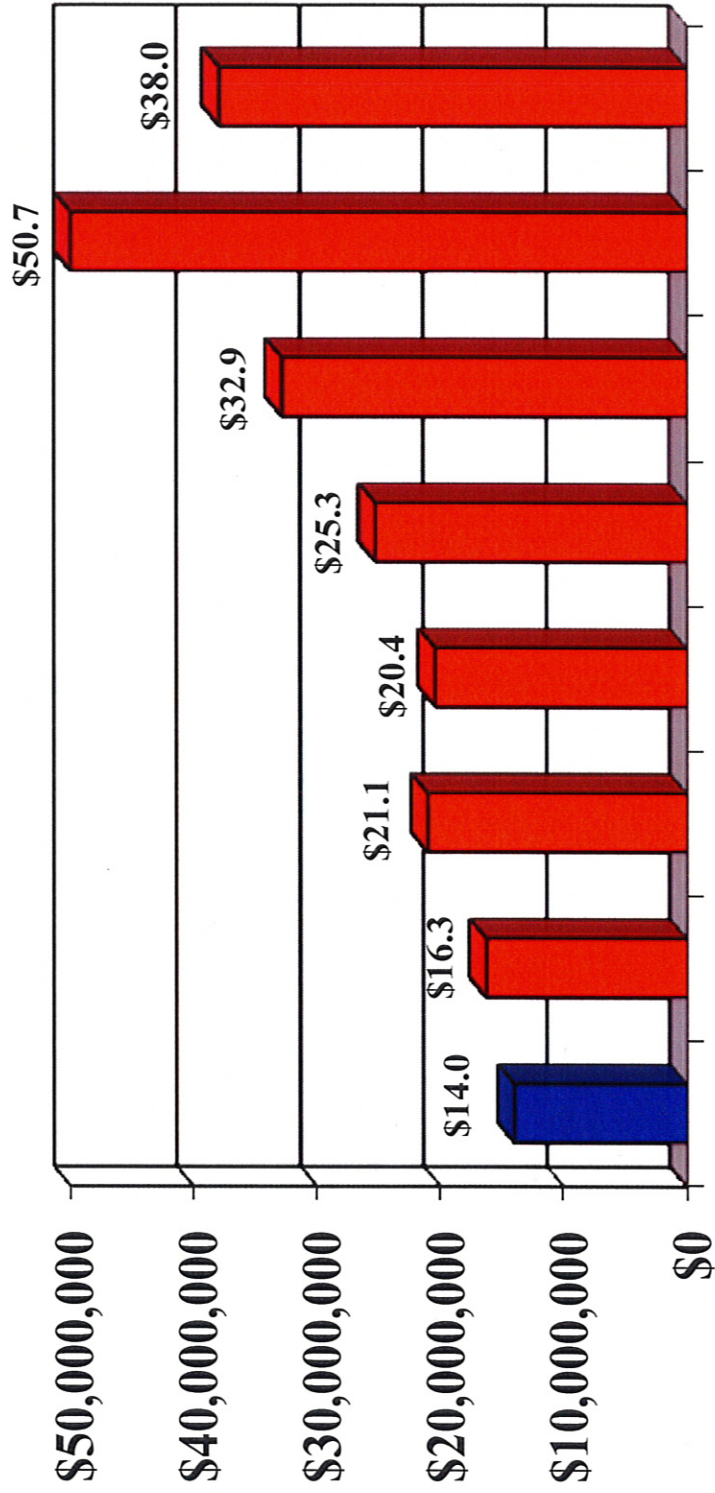
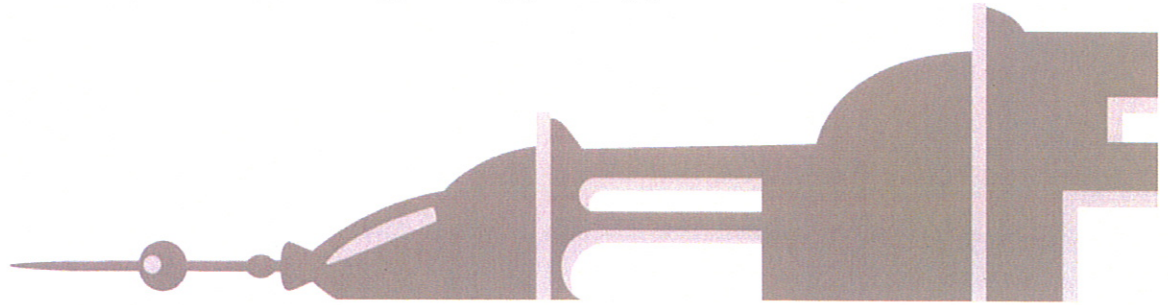
\*as of June 18

Jan 1 - Dec 31



# Cash Received - Fiscal Year

The Miami University Campaign For Love and Honor



FY01 FY02 FY03 FY04 FY05 FY06 FY07 FY08\*

\* as of June 18

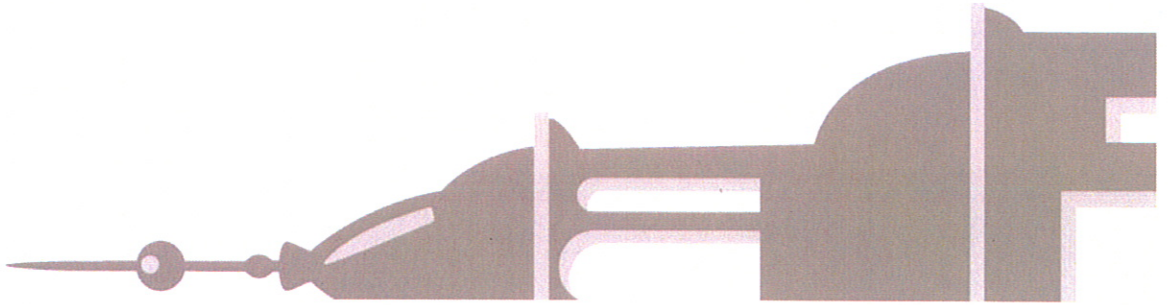
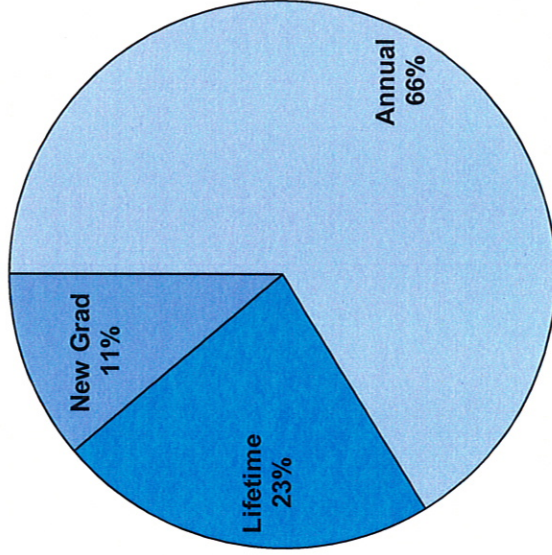
July 1 - June 30



# Alumni Association membership

The Miami University Campaign For Love and Honor

- 10,127 members as of May 31, 2008
- 6,708 Annual – 2,287 Lifetime – 1,132 New Grad





## Interim Vice President for Information Technology

Report to the  
Board of Trustees  
June 20, 2008

Mr. Chair and Members of the Board, thank you for this opportunity to present to you today information on some of our new approaches to leadership and management of information technology at Miami University.

Direction for IT at Miami evolves from ongoing conversations with the University community. One such recent conversation has been the result of a Senate request for information about the level of our financial resources in support of faculty for teaching and research. I shared with you in advance the materials we presented to University Senate and I'll briefly cover them today.

## Support of Teaching & Research IT Services E&G Expenditures

\$4,555,211

23.3% of IT Services budget of \$19,512,711

We presented University Senate with three different views, or “lenses” through which to examine the allocation of our resources in support of faculty. The first “lens” is budget oriented. We calculated the portion of the IT Services E&G budget that supports the teaching and research activities of Miami faculty. Expenses for the most recent complete fiscal year (FY07) were analyzed to identify the level of direct and indirect support for teaching and research.

Our total expenditures in direct and indirect support of teaching and research are more than \$4.5M, which is slightly greater than 23% of our total E&G budget of \$19.5M.

While this is interesting information, it doesn’t mean much unless we compare our figures with other institutions, as in the following slide.





## Comparative Staff Ratios FY 2007 Teaching, Research, Academic Computing

	Peer Institutions (N=6)	Aspirational Institutions (N=11)	Doctoral Intensive 8K- 18K (N=33)	Public Doctoral Intensive 8- 18K (N=26)	Sim Fac Size: 800-1200 FT faculty (N=11)
Miami	13.89%	11.90%	16.83%	15.18%	18.17%

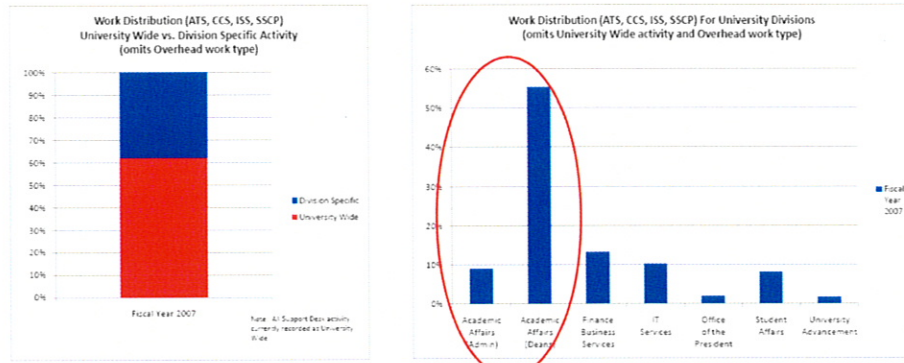
Source of benchmark data: EDUCAUSE Core Data Service

This view shows our allocation of resources in support of faculty through staff composition. We are not aware of any detailed IT budget benchmarking sources for higher education, though there is information available for staffing in the EDUCAUSE Core Data Service.

Because staffing makes up 70% of our expenses in support of faculty teaching and research, this is a reasonable approach to comparing ourselves with other institutions.

We see that Miami allocates 16.74% of its central IT staff to support teaching, research and other academic support. This is higher than those of our peer and aspirational institutions who responded to the survey, about equal when compared with doctoral intensive and public doctoral intensive institutions of similar student sizes, and comparable but slightly below the average for institutions with a similar faculty size.

# IT Services Work Distribution FY 2007



The final of the three lenses through which to view our allocation of resources is our staff effort across the University divisions in Fiscal Year 2007.

When looking at all of our large and small project work in the left-hand chart, about 62% was in support of University-wide initiatives such as the Banner 7 upgrade, improvements to the email system, and the Miami Notebook program. Approximately 38% of our work effort was spent in support of specific divisions, including accreditation support for the School of Education, and Advisor Assignments to Students.

More than 60% of our staff time allocated toward specific divisions was in support of Academic Affairs, both its administrative needs as well as its academic needs.



## What we discovered...

Miami compares favorably with institutions of similar characteristics for central IT resources in support of faculty.

By developing these three lenses, we discovered that Miami compares favorably with institutions of similar characteristics for the level of central IT resources spent in support of faculty.

But again, unless we take the analysis further and cause change to occur, we've wasted our time.



## Next Steps...

- Work with Provost to achieve even more effective alignment of our efforts with Miami's academic goals
- Analyze other benchmarks to identify opportunities

For our next steps beginning in July, we will work more closely with Provost Herbst and key members of his team to achieve even more effective alignment of our efforts with Miami's academic goals and priorities. There is much excellent work already being done and we're looking to advance to a higher level of excellence. I want to take the opportunity to recognize Carolyn Gard, who is responsible for the Academic Technologies staff, and those of her staff here today, for their excellent work in support of the faculty.

We're also drilling further down into some of the numbers to determine whether we are allocating our resources in the best possible manner.



## Not the Whole Story...

- What about:
  - Quality of our services?
  - Alignment with Miami's mission?
  - Cost effectiveness?

While this information may be of interest, it tells you nothing about the quality of our services, whether we are delivering the right services in support of Miami's mission, or how we can deliver services more cost effectively.

I'd like to share with you some of the other ways we are working to evaluate and improve our services.



## Other Elements of Our Story...

Issues	Strategies
Quality of Our Services	•Change Management
	•Project Management
	•Service Catalog
	•Service Level Management
	•Academic Liaison Program

With respect to improving the quality of our services, we've implemented Change Management and Project Management processes, we are developing a service catalog to clarify and bring focus to our services, and we will be implementing service level management so that students, faculty and staff have a better experience in using technology services.

## Other Elements of Our Story...

Issues	Strategies
Alignment with Miami's Mission	<ul style="list-style-type: none"><li>•IT Strategic Advisory Council</li><li>•IT Executive Council</li><li>•Senate IT Policy Committee</li><li>•Student Technology Advisory Committee</li><li>•Administrative Systems Group</li><li>•Project Review Board</li><li>•Student Tech Fee Review Ad Hoc Committee</li><li>•Steering groups for major projects</li></ul>

With respect to how well our services are aligned with Miami's mission, we're working with the groups shown to insure we are doing the right things in support of the University's goals and priorities. These groups provide oversight and advice to us and the President on information technology at Miami.

## Other Elements of Our Story...

Issues	Strategies
Service Costs	<ul style="list-style-type: none"><li>•Delivering Value Program</li><li>•Benchmarking</li><li>•“Green” Computing</li></ul>

With respect to the cost of our services, we’re examining how we can deliver value to the University, both in terms of quality and cost; we’re performing more benchmarks; and we’re planning to look more closely at “green” computing opportunities beginning with our Server Virtualization project.

## Interim Vice President for Information Technology

Report to the  
Board of Trustees  
June 20, 2008

These strategies demonstrate some of our new approaches to leadership and management of information technology at Miami University in support of Miami's students, faculty and staff.

We look forward to sharing other elements of our story with you in future meetings.


I wish to thank you, Mr. Chair, and Members of the Board for your interest.

I'll be pleased to answer any questions.



Thank you Mr. Chairman, Trustees, President Hodge and distinguished guests. It is my privilege to be here today and spotlight several symbolic moments of the 2007-2008 academic year for Miami University Athletics.





**CULTURE OF CHAMPIONS**  
MIAMI UNIVERSITY

<u>FALL</u>	<u>WINTER</u>	<u>SPRING</u>
Volleyball (4) 1	WBB (8) 1	Tennis (6) 2
Football (10) 2	Hky (3) 2	WTrk (7) 3
Field Hky (3) 2	WInTrk (8) 3	MTrk (7) 4
MCC (4) 2	SS (2) 2	Soft (4) 4
WCC (8) 3	MSw (2) 2	<b>Golf (7) 6</b>
Soccer (8) 8	WSw (3) 4	Base (4) 11
	MBB (4) 5	
	<b>Reese (7) 5</b>	<b>Jacoby (4) 1</b>

2007-08 REGULAR SEASON COMPETITIVENESS

“Become a National Model for Intercollegiate Athletics... with the successful implementation of the Culture of Champions strategic plan.”

One year ago I came before you and displayed this slide with only the numbers in parentheses representing our season-ending ranking for each sport. I conveyed our extreme dissatisfaction with our competitive underachievement during last year and promised that we were directly addressing our unacceptable performance through an aggressive, tactical plan. The plan is strongly grounded in President Hodge’s Five Year Strategic Plan for Miami University as you will see quotes from our university plan in every slide this morning. We refer to this plan as a “Culture of Champions.” While we have a long way to go, and we made plenty of mistakes this year, there are hints that some of our planning is taking root and beginning to build a foundation for the future. The numbers to the right of the parentheses show where each team finished this past season. Of our 19 teams, only 3 (3 too many, I may add) finished ranked lower than the previous year. Four finished their seasons ranked the same as the previous year, and 12 (2/3 rds of our teams) finished their seasons ranked higher than the previous year.

**M**  
**CULTURE OF CHAMPIONS**  
 MIAMI UNIVERSITY




**TITLE IX GOALS**

**“Establish Diversity as an Educational Resource and Marker of Excellence.”**



<b>2007-08</b>	<b>Students</b>	<b>Percent</b>
Female Students	7816	53.7%
Female Student-athletes	308	52.3%
Male Students	6739	46.3%
Male Student-athletes	280	47.6%

As you can see from this slide, congruent with Miami’s Five Year strategic goal of “establishing diversity as an educational resource and marker of excellence,” our coaches and staff continue to ensure we are not only in compliance with federal guidelines for Title IX, we are providing as many opportunities for our students by gender as possible within those federal guidelines in ways that do not compromise our competitiveness, integrity, or intellectual development but rather in ways that are engaging, meaningful and developmental.

					
					
					
<b>FEDERAL GRADUATION RATES</b> <b>"Advance the Academic Success of Students"</b>					
<u>Four-Year Avg.</u>	<u>96-97</u>	<u>97-98</u>	<u>98-99</u>	<u>99-00</u>	<u>00-01</u>
<b>ALL STUDENTS</b>	<b>81%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>
<b>STUDENT-ATHLETES</b>	<b>71%</b>	<b>69%</b>	<b>70%</b>	<b>72%</b>	<b>75%</b>
<b>Entering Class of:</b>	<b>96-97</b>	<b>97-98</b>	<b>98-99</b>	<b>99-00</b>	<b>00-01</b>
ALL STUDENTS	81%	80%	80%	80%	80%
STUDENT-ATHLETES	70%	65%	71%	79%	85%

And some of you may remember that just five years ago our student athlete graduation rates, while very high nationally, were inexcusably lagging behind our Miami undergraduate cohort. Perhaps the greatest highlight of the year for us occurred when we learned last fall that for the first time in school history, accelerating our university strategic goal of “advancing the academic success of students,” we had a class of student athletes who graduated at a higher rate than their undergraduate classmates (who happen to have the ninth highest public graduation rate in the nation). Again, seeds of our Culture of Champions planning are taking root.





#### Jill Joslin Hall of Fame Induction

This year we created and initiated new concepts to celebrate our past in compelling and inspiring ways, from retiring the jersey of arguably our greatest quarterback, to honoring another of our great coaches along with his family, to the induction, and personal reflection, or our most recent Hall of Fame class.

Clearly, Jill Joslin's acceptance speech reflects our University strategic goal of "becoming a national model for the development of the whole person" as she profoundly reflects on her Miami experience. And with the Bicentennial year approaching, all of us are merely scratching the surface of possibilities.





This was a year where we began to see the initiatives of our marketing department “Culture of Champions” plan begin to, in the words of our Five Year University strategic plan, “create an engaged student body” in clever and energized ways. We see glimpses that there are few equals to Miami students when they fully engage their intellect and enthusiasm to showcase our school spirit and pride in creative and ingenious ways, from the Cincinnati football game “White-Out” to the Xavier men’s basketball game atmosphere; to our record-setting crowd at the Conference Field Hockey Championship; to the electricity generated in Millett as our volleyball team met top-twenty Ohio; to, who can forget, the make-shift Goggin campground prior to the Miami-Michigan hockey matchup and the amazing atmosphere our students created whenever our number one ranked RedHawks were playing at Coach Cady Arena. Our students, athletes or not, continue to epitomize the crossroads of imagination, mojo, enthusiasm, creativity, pride and spirit. The challenge, of course, is to do this consistently at all events throughout our campus, be they theater, authors, concerts, guest speakers or athletics.



Competitively, although not championships, we cannot ignore the seeds beginning to take root as foundations of future success as football won their fourth division championship in five years; field hockey went to the championship game for the second time in three years; four of our seven winter sports earned invitations to post-season tournaments; our softball team earned their fifth tournament in six years; and three of our four fall teams that play in a sport with a conference tournament earned their way into the tournament championship game. As for championships, we saw numerous individual conference champions in women’s cross country, track and field, and swimming and diving. And, we saw history repeated as our volleyball team swept through the entire conference tournament including 16<sup>th</sup> ranked Ohio in the finals to win the MAC championship. We saw three historical moments this year. For only the third time in Miami history our women’s teams collectively won the prestigious Conference All-Sports Jacoby Trophy. Our ice hockey team was ranked number one in the nation for 10 weeks and the nation came to little old Oxford, Ohio as your Number One ranked Miami RedHawks hosted the Number Two Ranked Michigan Wolverines in a regular season matchup. And for the first time in school history our women’s basketball team won the conference basketball tournament and received an invitation to the NCAA National Championship Tournament. And this summer, we will watch two Miami student athletes compete in the United States Olympic Trials.





**CULTURE OF CHAMPIONS**  
MIAMI UNIVERSITY




**“Identify and Strategically Communicate Faculty,  
Staff, and Student Research Accomplishments and  
Collaborations.”**

This is a story about the University strategic goal of “identifying and strategically communicating faculty, staff and student research accomplishments and collaborations.” This is a story that begins with an invitation by one of our track and field students, Kristina Bolterstein, to several of us to travel across campus to Shriver Center one day in April and observe her research. Our undergraduate, All-American, Conference Champion high jumper conducted research during the school year. Seems that between her class demands, team travel, weight workouts, practices, track meets, study time, library visits, and eating and sleeping, Kristina found time to do research on the density of fresh water crustaceans during extreme temperatures. Needless to say, extraordinarily impressive. In fact, the Shriver Multipurpose Room was filled with impressive undergraduate students presenting their research. So as I was walking toward the exit after visiting with Kristina, I saw several of our student athletes presenting research: Jenna Kruse: “Candidate Behavior in Online Versus Offline Communication”; Brianna McLaughlin: “The Duke Lacrosse Case”; Halle Popson: “Sexual Assault and the Alpha Female”; and Alexis Javier and Christopher Rodriguez. Finally, after already having my high expectations and regard for our student athletes skyrocketed, I bumped into Clay Mullins. For those of you who are not aware, Clay Mullins is a linebacker for our football team. He was the 2007 Conference Defensive Player of the Year. And, the Football Writers Association of America just listed him to the 2008 Bronco Nagurski Defensive Player of the Year watch list, an award given to the best defensive player in college football. Clay has the capacity of producing a nasty disposition. He also is an avid outdoorsman, loves to fish, chews tobacco, and drives a pickup truck. Go ahead, apply the assumptions about him. So when I saw Clay at the annual Miami University Research Fair, I asked him what brings him into the Multipurpose Rooms at Shriver. “Presenting my research” was his matter-of-fact response. You have got to be kidding me!



One of the best college football players in the nation is presenting his undergraduate research! And I was impressed with the All-American high jumper/researcher. Turns out that Clay set out to disprove a theory from a research team at Ohio University about an ancient river miles below the surface of the Utah desert. His research-the title included 15 words, half of which I could not pronounce-validated his hypothesis that the river identified by the Ohio University team was merely a tributary of the primary river which Clay located. What an amazing, yet not surprising, example of a Miami University student. Ultimately we want to create a culture where everyone, students, administrators coaches and staff, performs like a champion in everything we do. That all of us grow so much during our time at Miami. That we can articulate profound thoughts of our experience, even when suddenly thrust into the most adverse of emotions as you realize you have just played your last game as a Miami student.

Good year? Not bad.

Great year? We're just getting started!