

**BOARD OF TRUSTEES  
MIAMI UNIVERSITY  
Minutes of the December 9, 2011 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 9:05 a.m. in Multipurpose Rooms B-C in the Phillip R. Shriver Center on the Oxford Campus with Mr. Donald Crain presiding. The Secretary of the Board called the roll and reported eight voting members present. In addition to the Board members, President Hodge, Vice Presidents Allison, Creamer, and Jones 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: C. Michael Armstrong (National Trustee)    David F. Herche  
          Jagdish K. Bhati   Lot Kwarteng (Student Trustee)  
          David H. Budig   Dennis A. Lieberman  
          Donald L. Crain                                        Sharon J. Mitchell  
          Thomas J. Grote                                       Mark E. Ridenour  
          Sue J. Henry (National Trustee)                 David M. Shade (National Trustee)  
          Matthew Shroder (Student Trustee)

Absent: Harry T. Wilks

**Public Study Session**

Vice Presidents David Creamer and Debra Allison presented an update report on the Strategic Analysis of Support Services (SASS) initiative. Their report is included as Attachment A.

At the conclusion of the Public Study Session, the Board convened to the Public Business Session at 9:45 a.m. Board Chair Crain requested that a motion be made to amend the agenda to include a resolution to confirm appointment of the Dean of the College of Arts and Science. Mrs. Mitchell moved, Mr. Ridenour seconded, and the motion was adopted to amend the agenda with the addition of the resolution.

**Approval of the Minutes of the September 16, 2011 Meeting**

On a motion made by Mr. Ridenour and seconded by Mr. Bhati, the minutes of the September 16, 2011 meeting were approved.

**Consent Calendar**

Upon recommendation of President Hodge, Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote the resolutions on the Consent Calendar for the December 9, 2011 meeting were approved with eight Trustees voting in favor and none opposed.

**Designation of Emeritus**

RESOLUTION R2012-8

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

Christopher R. Church  
Physics

S. Douglas Marcum  
Physics

Peter M. Schuller  
Philosophy

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

Barry D. Landrum  
Instrumentation Laboratory

Stephen D. Snyder  
President's Office & Secretary to the Board of Trustees

**Departmental Title Change to Department of Information Systems and Analytics**

RESOLUTION R2012-9

BE IT RESOLVED: that the Board of Trustees hereby approves the departmental title change from Department of Decision Sciences and Management Information Systems to Department of Information Systems and Analytics, in the Farmer School of Business, effective with Academic Year 2012-2013.

**Recommendations of Committee on Naming of Campus Facilities**

RESOLUTION R2012-10

BE IT RESOLVED: that the Board of Trustees hereby approves the following recommendations of the Committee on Naming of Campus Facilities:

Raymond E. Glos Conference Room  
Room 3075G, Farmer School of Business

Gift of Carol Hinshaw (Class of 1959), daughter of Dean Raymond Glos

Richard L. Nault Scholar-Leader Room  
Room 304 Stoddard Hall

Gift of Lisa Boes, Laurie Clark, Greg Moody, Anne Harbison, Steve Ruedisili, Todd Kobayashi, Jeff Kinder, Dave Kovalak, Lyn Schollett, and Paige Turner

Harvey Clayton Brill Organic Chemistry Instructional Laboratories  
Rooms 272, 274, and 279 Hughes Hall

In recognition of Dr. Brill's Miami career and his family's financial support of the University

### **Comments by the Chair**

Board Chair Donald Crain's comments are recorded verbatim.

Good morning and welcome to today's Board of Trustees meeting. We have a special welcome for our newest member of the Board, Student Trustee Lot Kwarteng. Lot is a sophomore Political Science major from Westerville, Ohio. He has served as an off-campus senator and is involved in the community through America Reads. Lot will also be participating in the Inside Washington Program next semester.

Lot, welcome to the Board and we look forward to hearing your report later in the meeting.

Also, this morning we have Associate Provost Ray Gorman sitting in for Provost Gempesaw who is out of town on a business trip. Dr. Gorman, thank you for joining us.

Earlier this morning, Board members had the opportunity to have breakfast with members of this year's Associated Student Government cabinet. What a wonderful group of engaged, committed students working together to make Miami a better University. Each of the officers described their accomplishments to date, and what they hoped to achieve during the remainder of their terms. The Miami community should be proud of the leadership displayed by these students.

Now I have the pleasure of listing off a number of "good news" items that have occurred since our last meeting.

- The Miami Marching Band performed at the annual Macy's Thanksgiving Parade and had the honor of escorting Santa Claus and his sleigh at the end of the parade.
- The groundbreaking for the Armstrong Student Center occurred on a beautiful October day, and we had a number of donors, current and former Trustees, and former Student Body Presidents attend the festivities.
- President Hodge delivered his annual address, and his comments about creating and maintaining an entrepreneurial culture of change were precisely on target. Thank you, Dr. Hodge, for that excellent message.
- The Institute for Entrepreneurship was named an Ohio Center of Excellence. The Institute was also ranked first in the nation for its undergraduate programs by *Entrepreneur* magazine.

- Miami's Top 25 Project was highlighted in an article in *Change* magazine. In 2006, Miami incorporated a systemic change to undergraduate education, called the Top 25 Project, using learning models that enhance student engagement and focus on the student as an active learner. An indication that this process is working are the results of the 2011 National Survey of Student Engagement showing Miami University outranking its peers in all five benchmark categories.
- Miami's student athlete 6-year graduation rate was announced at 89 percent, well above the national average. Additionally, Miami University and Boise State University will share the American Football Coaches Association's 2011 Academic Achievement Award. Miami and Boise State recorded a 100 percent graduation rate for members of its freshman football student-athlete class of 2004.
- Among public doctoral institutions nationwide, Miami had the second highest rate of undergraduate student participation in study abroad programs with 41 percent of students studying abroad by time of graduation.
- Miami's School of Fine Arts and the Music Department recently signed an agreement to give a featured performance in fall 2012 at one of the most prestigious venues in the world — Carnegie Hall. It is expected that 350 students will participate, with students from virtually all academic majors represented.

These are all wonderful accomplishments and recognitions, and our congratulations go to all the students, faculty and staff involved.

In addition to the above, as a resident of West Chester, I recently had the opportunity to observe another "engaged" Miami student by the name of Luke Hall. Luke is a freshman honor student here on the Oxford campus and a 2010 honors graduate of Lakota East High School. Luke recently ran as a candidate for the Lakota School Board where two positions were open. I personally observed Luke during three of the four candidates' nights/debates and he was truly outstanding. While Luke was not elected, he garnered more votes than a former Lakota board president. I am sure Luke will make it on his next try. Congratulations to Luke Hall.

I also had the honor and the privilege, together with a few Miami Vice Presidents, to attend a dinner sponsored by the local Masonic Lodge here in Oxford, presenting the 2011 Community Service Award to the Miami students Ryan Hoffner, Tyler Lindroft and Charlie Knuck. Ryan, Tyler and Charlie were honored for their selfless and courageous act of intervening on behalf of an Oxford police officer who was being attacked by an assailant in the uptown Oxford area. Mayor Richard Keebler and Police Chief Bob Holzworth were effusive in their praise and grateful to these young men for their bravery to rescue this police officer from further harm and to run down and restrain the assailant for arrest by the Oxford police. They richly deserve this honor and we congratulate and thank Ryan Hoffner, Tyler Lindroft and Charlie Knuck for their selfless acts of courage and character.

Lastly, it is a bittersweet day because we must say goodbye to one of our own, Steve Snyder, after a career at Miami spanning approximately 41 years. I have personally known and worked with Steve for over 20 year, both in his capacity as an outstanding City Council Member of our beloved Oxford, Ohio and in his capacity as

Secretary to the Board of Trustees and Executive Assistant to Miami's past two presidents. Steve even served with distinction as Miami's Acting Athletic Director for several months in 2002.

I can think of no other person who has served a more valuable or positive role in the success of the Oxford community at large, and Miami University, over the past 25 years than Steve. Steve's judgment, wisdom, significant administrative and management ability and his dogged determination has served us all very well. Steve's contributions far exceed that which is normally expected of either an elected official, a university officer or executive. Steve's dedication and near clairvoyant ability to anticipate events has been truly remarkable, incredibly accurate and will surely be missed.

On a personal level, Steve has been a trusted friend and advisor who was never afraid to give constructive advice when needed, even if it were not asked for and even if it was painful. His loyalty and incredible competence will be missed by all of us serving on the Miami Board of Trustees. Best wishes to you.

### **President's Report**

President Hodge commented on the occurrence of transitions in organizations, especially with individuals leaving and others assuming significant roles. He specifically mentioned as examples of organizational transitions the retirement of Mr. Snyder, the transition of Vice President Whitehead to a new position, the appointment of Dr. Callahan as the new Dean of the College of Arts and Science, and the hiring of Deedie Dowdle as Associate Vice President of Communications and Marketing. He stated that this is a reminder of just how important people are to Miami and how fortunate we are to have such incredibly committed people. He also welcomed Lot Kwarteng as a new Student Trustee.

Dr. Hodge reported on \$5 million gift from the Mitchell P. Rales Family Foundation creating the Mitchell P. Rales Chair in Business Leadership in support of Miami University's Farmer School of Business. The fund is the largest endowed chair in Miami history and the first endowed chair for a dean at the university. It will enable the Farmer School to recruit and retain exceptional deans.

President Hodge commented that this has been a very active semester. An event was held celebrating the Humanities with a provocative presentation by John Altman on "life without a business degree." A fascinating lecture on the physics of the future by Michio Kaku, co-founder of string theory and the Sci channel guru, was held on the Hamilton Campus. Jill Bolte Taylor visited a music class with Michelle Gingras, one of our Distinguished Professors. Dr. Taylor is a neuroscientist who had a stroke and lost half the capacity of her brain. She and Dr. Gingras are working on a collaborative project regarding stage fright and a paper will be published on their research later this month. Dr. Hodge stated that these three examples are indications of the type of enriched learning experiences available for members of the Miami community.

President Hodge reminded the audience that this is the year of the arts and there has been no shortage of concerts and productions. He commented that the Pirates of Penzance was a highlight for him personally. He reminded everyone of a wonderful symphony concert that night in Hall Auditorium. He complimented Miami's Marching Band for their performance at the Macy's Day parade. And he noted that Miami is

booked into Carnegie Hall for a performance of 350 singers and musicians next Oct. 7, 2012.

Dr. Hodge reported that the theme of the year of the arts was introduced into several gatherings of Miami alumni chapters. A reception was held in Carnegie Hall with remarks by alumnus Steve Reineke. An event was scheduled at the Frank Lloyd Wright Frederick Robie House in Chicago with a presentation by Cara Armstrong, the former curator at Falling Water. Dean Jim Lentini composed and performed a beautiful piece for guitar in the Dorothy Chandler Pavilion in downtown Los Angeles, and Miami junior Sheridan Monroe gave a clarinet performance at the Musical Instrument Museum in Phoenix.

President Hodge reported on a student competition involving creativity named "Innov8." He explained it is a competition designed to attract entrepreneurial thinking to a particular problem. This year's problem focused on people moving from one care setting to the next, such as from home to hospital or nursing, or home to camp, or home to college, and how things can and often do go wrong causing difficulties for patients and caregivers and increasing costs to the entire health care system. Innov8 for Health is looking for innovators to solve this challenge facing our friends, neighbors, and our country. Miami's Entrepreneurship Program, consisting of students with majors from throughout the University, submitted 25 entries of the total 150 submitted. Twelve were selected to present, six were chosen finalists and four were winners of \$1,000 awards. Dr. Hodge noted there were only eight winners in total, thus Miami students comprised half of the winners.

President Hodge also commented on the presentations made by officers of the Associated Student Government at the Trustee breakfast earlier in the day and complimented their commitment to ethical and values-based leadership.

### **Academic and Student Affairs Committee Report**

Committee Chair Sue Henry's report is recorded verbatim.

The Academic and Student Affairs Committee of the Miami University Board of Trustees met on December 8, 2011. The meeting was called to order by committee chair Sue Henry. The Chair noted the Provost's "Good News" report and highlighted that Professors John Rakovan and Elisabeth Widom have received Fulbright grants and a report from the NCAA showed that nearly nine out of ten Miami student athletes receive their degrees.

Matt Shroder reported that the pilot program for online course evaluations was underway in about 900 classes with 70 percent response rate. A new online information management system for student organizations called "The Hub" was instituted. New student trustee Lot Kwarteng was introduced.

Tyler Sinclair, Associated Student Government (ASG) Secretary for Academic Affairs, reported that the ASG currently is actively considering many issues including revision of the Global Miami Plan, decentralizing advising, implementation of a mandatory first year seminar regarding the University, priority registration, and proposed changes to the calendar. Additionally, ASG has hosted numerous meetings with guest

speakers from across the university attempting to foster relationships and understanding. It also has reached out to alumni with the creation of its Secretary for Alumni Affairs.

Professor Steve DeLue, chair of the Senate Executive Committee of the University Senate, described the many issues being discussed by the Senate which include enterprise universities, the proposed new calendar, the new assessment protocols for the University's upcoming re-accreditation, administrative restructuring in the College of Arts and Science, the possibility of including service learning as an element in the tenure and promotion analysis, the Miami health insurance program and the IT Accenture report. The Senate approved two new degree programs in the School of Education, Health and Society. They are a Graduate Program in Chemistry Education and a Graduate Program in Life Chemistry Education. Undergraduate programs in these areas were approved in spring 2011. Senate approved a program to allow regional campus students who receive associates degrees to participate in the University's Honors Program. Senate also is studying interdisciplinary initiatives and revision of the Miami Plan.

Associate Vice President for Enrollment Management, Michael Kabbaz, distributed an analysis of the 2011 incoming class. He also highlighted four initiatives his office is undertaking that include utilizing predictive modeling and market analysis in recruitment, revising our financial aid strategies, coordinating student services provided by the bursar, registrar and financial aid offices and hiring an associate director for international recruitment. He will be hiring an urban outreach director to improve our recruiting in Ohio. He reported that early figures for applications for 2012 indicate increases in all categories with the total currently up by 13.6 percent.

Vice President Barbara Jones reported on the September 2011 career fair which had a substantial increase in participating employers and a 25 percent increase in participating students. The fair also netted \$74,500 in revenue.

Dr. Jones gave an update on housing occupancy rates. All the residence halls are at or very near capacity.

Vice President Jones presented a summary of the work of the Steering Committee for Retention and Graduation. The committee was formed in June 2011 in response to the Strategic Priorities Task Force goal of increasing Miami's retention rate to 85 percent over a 6-year period. Historically, our graduation rate has ranged from 78.1 percent to 82.8 percent and our retention of first to second year students has ranged from 88.5 percent to 90.7 percent. It was determined that to achieve our goal of an 85 percent graduation rate, we must have a retention rate from first to second year of 94.7 percent. The committee identified "at risk" groups as including first year students living off campus; students undecided about their majors; out-of-state students; students of color in STEM programs; and first generation students. The suggested approach for increasing our retention is to focus on existing programs that support incoming students and to institute a permanent structure responsible for monitoring and enhancing retention. Vice President Jones presented a timetable for various initiatives including using returning student focus groups, intervention with students having 120 hours of credit who have not graduated, telephone calls to parents of out-of-state students, consideration of a grade forgiveness program, surveying students who have withdrawn and engaging the entire university community in this effort by educating them about the new challenges we face with retention.

Associate Vice President and Dean of Student Susan Mosley-Howard reported on the academic interventions made as part of our retention strategy. Certain strategies are available to all students at all times including advising, MAPWORKS assessment, the Rinella and Howe Centers and faculty. After mid-term grades, the Rinella Learning Center, Office of Residence Life and the Office of the Dean of Students monitor student academic success.

A key component of facilitating academic success involves a system for detecting academic difficulty early-on in a student's matriculation. At Miami, this early detection process has been occurring for seven years for first year students and extended to second year students last year. During the Academic-Student Affairs Subcommittee meeting we were provided with an overview of an academic-difficulty identification process and the accompanying interventions designed to reduce attrition. The process generally includes the following:

- A Mid-term check of first-year student grades (for those with C- or below, academic support is encouraged)
- An End-of-semester grade check for first year students is again performed and for those earning below a 2.0 an intervention is prescribed that provides a learning diagnostic, study skills instruction, academic coaching and tutoring
- The grade check is performed for second year students as well (with the above mentioned academic support tools recommended)

Students who leverage the interventions early in the semester and complete the process as prescribed tend to earn a spring semester GPA above 2.0. It is hopeful that this process along with numerous other interventions will continue to reduce the number of students leaving Miami because of academic difficulty.

Associate Provost Ray Gorman presented a report about the Howe Writing Center which plays a central role in our retention plan. The Center employs three full-time persons: the director of the center, the manager of the Howe Student Center for Writing and an administrative assistant. There also is a part-time special programs manager who builds support for our international students. The Howe Writing Center has been in operation since 2007. In its first three years, it provided 10,000 consultations with students. Half of those consultations are with international students. These tutoring sessions are provided by graduate assistants and undergraduate and graduate writing consultants. The Center also develops programs and provides grants for faculty assisting them in composing writing assignments and teaching resources. The Center's new initiatives include increasing the resources available for student tutoring by hiring a new full time staff for student writing, helping to implement the new College of Arts and Science (CAS) writing requirements and designing graduate level writing assessments to be used by the CAS and the University in its new reaccreditation protocols.

Associate Provost Gorman presented the progress updates on our strategic priorities initiatives. The Interdisciplinary Enhancement Committee presented its final report. The report makes recommendations in four substantive areas: (1) university structure, (2) the registrar's office, (3) visibility and (4) incentive system. Within the university structure, the committee recommends establishment of an Interdisciplinary Advisory Council (IAC) to be headed by a director with a half time faculty appointment.



That director would be charged with implementing the other suggestions in this report. Other highlighted recommendations include: revise multiple internal university reports, including faculty's annual dossiers, to acknowledge the contributions of each department, program and individual faculty member involved in each interdisciplinary offering; have a clear, well-known and standardized cross-listing policy; build communities of practice; advertise these programs; and clarify policies for team teaching.

Pursuant to recommendation 19, 83 sections with enrollments of fewer than 10 students have been eliminated. Pursuant to recommendation 20, in the past four years, we have eliminated four bachelor's level majors and two associate level majors. It is anticipated that the new responsibility-centered management budget will lead to the reduction of additional majors and minors. Pursuant to recommendation 21, the Liberal Education Council is considering revisions to the Miami Plan. This is being undertaken as part of our upcoming reaccreditation.

Vice President Jones reported that pursuant to recommendation 29, the first year goal of reducing the budget by \$180,000 will be achieved by third party billing for the student health center. However, payments are behind last year at this time. Pursuant to recommendation 30, the funding and allocations of the portion of the student fee designated for student organization accounts has been reviewed. All student media organizations now will present one unified budget request. A proposal is being considered to develop, on a trial basis, an unclassified staff position to oversee all student media business operations. Pursuant to recommendation 31, the ASG has implemented a policy whereby all accounts that are in deficit will have their expenditures frozen immediately and they will be ineligible for future funding until they regain good financial standing. The ASG vice president for student organizations has completed training by the director of budget and technology from the division of student affairs. Pursuant to recommendation 32, an audit has demonstrated that, during the 201-2011 year, members of the student affairs staff taught 2,383 credit hours involving over 100 sections and 1,480 students. In January 2012, recommendations will be made regarding possible limitations on this amount of teaching and the process for approving this teaching.

Dean Marek Dollar, of the School of Engineering and Applied Science, (SEAS) gave us an overview of the engineering school. SEAS has 45 full time faculty and 1125 students in Oxford and 35 full time faculty and 1300 students on the regional campuses. That represents a 41 percent growth in enrollment in Oxford over the past four years. The faculty's research productivity similarly has increased with the amount of external grants going from \$168,000 to \$2,365,000 over the past 12 years. The division plans to continue this growth with establishment of the SEAS Leadership Institute in partnership with and funded by Lockheed Martin, create of the Engineering and Computing Scholar's Incentive that will attract more high achieving students, implementation of revenue enhancing initiatives in summer 2012 and establishment of engineering program and or course fees. Following his presentation, Dean Dollar led committee members on a tour of the Engineering Teaching and Research Facilities.

**Resolution to Affirm Appointment of Phyllis Callahan as Dean of the College of Arts and Science**

Upon recommendation of the President and Provost, Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote Resolution R2012-11 was unanimously adopted with eight Trustees voting in favor and none opposed.

#### RESOLUTION R2012-11

BE IT RESOLVED: that the Board of Trustees hereby affirms the appointment of Phyllis Callahan as Dean of the College of Arts and Science effective January 1, 2012.

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

Committee Chair David Shade's report is recorded verbatim.

The Finance & Audit Committee and Audit Committee met yesterday, December 8, at 2:00 p.m. in Roudebush Hall. The meeting began with an Executive Session to discuss personnel issues and consult with the General Counsel.

Following the Executive Session, Eric Morse and Matt Phillippi, from Deloitte & Touche, the University's external auditors, presented the FY 2011 financial statements and audit results. I am pleased to report that, once again, the University received an unqualified opinion. The auditors were complimentary of the staff's preparation and responsiveness.

Ray Gorman, Associate Provost, David Creamer, and Debi Allison provided an update on the Strategic Priorities initiatives. Dr. Gorman reported on plans for academic revenue enhancement and Dr. Creamer reported on revenue improvements in the auxiliary enterprises. Dr. Creamer also indicated that the report from the health benefits consultant will be available at the end of the month and will be discussed at the February committee meeting. Ms. Allison reported that the Institutional Analytics team (business intelligence) has accomplished several of its initial objectives and is continuing to make progress on its long-term goal of transforming the information environment of the University. This project is integral to many of the university's strategic initiatives and it was good to learn the amount of progress that has been made.

Michael Kabbaz provided the committee with an enrollment update. He reported that applications are up significantly in all categories. The committee was especially pleased to learn that early decision applicants have doubled since last year. The committee engaged in much discussion with Mr. Kabbaz about the admission plan that he has already developed and the progress that has been made. The committee is looking forward to discussing the analytic work that is underway at an upcoming meeting.

The Committee received its first budget-to-actual report for the current fiscal year. There are no significant budget variances at this time.

Bruce Guiot summarized the endowment distribution for fiscal year 2011 and reviewed the proposed formula for fiscal year 2012. There has been no change in the formula since 2004. The Committee recommends approval of this resolution.

The Committee received a report on the November 17 bond issuance. The Committee also discussed the rating agency reports that were issued as a part of the process. I am pleased to report that very favorable interest rates were achieved in this difficult and often volatile economic climate.

Bob Keller reviewed the Capital Improvements Request which is to be submitted to the State of Ohio as part of their capital appropriation process. The Committee recommends adoption of this resolution. Much of the committee's discussion was about the uncertainty surrounding the amount of funding that is likely to be appropriated and the process that will be used to select the projects that are funded. Capital funding is just as important to Miami as the state operating appropriation and the lack of any appropriation in the last biennium and increased potential for diminished appropriations in the future will need to be addressed in the University's financial planning. Mr. Keller also provided an update on the rule-making process for state construction reform.

Barbara Jena reported on her audit plan as well as open and closed audit issues. The Committee concluded its meeting with a private session with Ms. Jena as is consistent with the committee's charter.

Mr. Chairman, while the meeting was uneventful in regard to the number of resolutions that are presented for action today, I am pleased to report that the committee had a very productive meeting yesterday. The new format contributed to the good discussions that occurred several other Trustees were able to join our discussions.

### **Resolution to Approve Fiscal Year 2013 Endowment Spending Formula**

Upon recommendation of Dr. Creamer that the spending formula remain unchanged, Mr. Ridenour moved, Mr. Bhati seconded, and by voice vote Resolution R2012-12 was unanimously adopted with eight Trustees voting in favor and none opposed.

#### RESOLUTION R2012-12

WHEREAS, Miami University receives and manages contributions of cash, securities, life insurance, personal property, and real estate in its endowment; and

WHEREAS, the Board of Trustees desires to continue the policy of supporting University operations and scholarships through the distribution of income and realized gains from the endowment; and

WHEREAS, Miami University Resolution 2004-46 established a Spending Policy effective for the fiscal year ended June 30, 2004, and authorized such Policy to remain in effect until formally modified by the Board of Trustees; and

WHEREAS, Miami University Resolution 2010-4 established an amended Spending Policy effective with the fiscal year ending June 30, 2010, and authorized such Policy to remain in effect until formally modified by the Board of Trustees; and

WHEREAS, Miami University Resolution 2010-4 also directed the Vice President for Finance and Business Services annually to evaluate the variables underlying the spending formula and to present recommendations as to the spending formula to be used for the fiscal year; and

WHEREAS, the Vice President for Finance and Business Services has recommended to the Finance Committee of the Board of Trustees that the formula remain unchanged for the fiscal year ended June 30, 2012, and the Finance Committee has accepted that recommendation; and

WHEREAS, the Board of Trustees, has considered the proposed Spending Policy, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, considering the following factors:

1. The duration and preservation of the endowment fund;
2. The purposes of the institution and the endowment fund;
3. General economic conditions;
4. The possible effect of inflation or deflation;
5. The expected total return from income and the appreciation of investments;
6. Other resources of the institution;
7. The investment policy of the institution;

NOW, THEREFORE, BE IT RESOLVED THAT: the Board of Trustees hereby authorizes that the spending distribution for the fiscal year ended June 30, 2012, be computed according to the following formula:

*The weighted average spending formula is to be comprised of two elements: a market element, given a 30% weight in the formula, and an inflation element, given a 70% weight in the formula. The market element is to be computed by multiplying the market value of the investment portfolio on March 31, 2012 by a long-term sustainable spending percentage of 4.5%. The inflation element is to be computed by increasing the prior year's actual spending distribution by the annualized increase in the Consumer Price Index as of March 31, 2012.*

**Resolution to Ratify December 2011 Capital Improvements Request to Ohio Board of Regents**

Upon recommendation of Dr. Creamer, Mr. Bhati moved, Mr. Herche seconded, and by voice vote Resolution R2012-13 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2012-13

WHEREAS, each biennium Ohio's public colleges and universities are asked to submit a six-year Capital Improvements Request in accordance with capital funding guidelines provided by the Ohio Office of Budget and Management and the Ohio Board of Regents; and

WHEREAS, no funding was appropriated for the 2011 – 2016 request and the capital improvements identified in the previous plan are still needed;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby ratifies the December 2011 Capital Improvements Request.

BE IT FURTHER RESOLVED: that the Vice President for Finance and Business Services and Treasurer is hereby authorized to amend the 2013-2018 Capital Improvements Request as may be required to conform to changes in the allocation distribution made by the Ohio Office of Budget and Management and the Ohio Board of Regents.

*\*Note: The December 2011 Capital Improvements Request is included as Attachment B.*

### **Student Body President Report**

Associated Student Government President Nick Huber's report is recorded verbatim.

Good morning. It is now December, and before students will return to their homes for the holiday season, they must first endure finals week. It is during this time of year that we become increasingly aware of the need for more study spaces on campus as the libraries, study rooms, and even dining halls fill with students trying to find a quiet place to study. At moments like these it is difficult to avoid envisioning what life will be like for students once the Armstrong Student Center is built.

On the subject of the Armstrong Student Center, the Groundbreaking Ceremony this past October was a highlight of the year. The procession of students accompanied by the marching band set the tone for the high-energy event that ensued. I want to extend deepest thanks on behalf of the Student Body to all who spoke at the event, attended the event, and made the construction of this building possible.

This past October, ASG initiated the "We've Got Your Back" Pledge, where students could sign an electronic document stating their support for making the Miami Community a place that is welcoming and supportive of all persons. This pledge was created in response to external aggravators spreading messages of hate in the community, and all students who signed the pledge had their names published in the student newspaper.

ASG is actively auditing student organizations and has frozen the accounts of organizations that have been found to be in violation of funding policies. Furthermore, ASG is in the process of transitioning to two funding cycles a semester instead of three so that student organizations can only receive funding for the semester in which they apply for it. This will decrease misallocation risk when predicting funding demand and will keep student organizations cognizant of what they have and what they need.

In addition to the Groundbreaking, a second highlight of the past 3 months came just a few weeks ago as the Miami University Marching Band was showcased in the 85<sup>th</sup> Annual Macy's Thanksgiving Day Parade. Students from across the country have shared with me anecdotal accounts of crowding around the television sets with their families to watch Miami lead the way for Santa Claus. I was fortunate enough to personally participate in the march as a banner carrier for Santa and Mrs. Claus. The pageantry was world-class, and the visibility for Miami was remarkable.

From a legislative perspective, two of the biggest resolutions that ASG has worked on this year were passed in November. The first of these is a resolution stating ASG's support of the five recommendations of the Calendar Subcommittee. Student Senate is very excited about the opportunities that the Winter Session will bring to Miami in the form of enriching student experiences. Aside from some student concern over the implications of having such a long Winter Break for students not enrolled in programs, ASG believes that the new programs that could be pursued during this time will make our graduates more attractive to employers and graduate programs and will provide a more robust, experiential liberal education to those who take advantage of them.

The second resolution passed in November called for a global review and recreation of the Miami Plan. Student Senate, along with the Liberal Education Council, believes that it is time to explore new approaches in our structure and delivery of liberal education, keeping in mind that the Miami Plan was created before most traditional first-year students were born. When classes first began in Oxford in 1824, all students had the same curriculum and were educated through a recitation teaching model. Now we have five schools and colleges with over 100 programs of study at one university. Miami University has a long history of being at the forefront of liberal education and of adapting to incorporate best practices into the education it offers. We believe that we are ready to take the next steps in preserving the innovative, high-quality liberal education that has been a definitive part of the Miami Experience over the past two centuries.

In an attempt to encourage Student Senators to engage with the issues closest to them, ASG asked all Student Senators write down no less than three issues that they were interested in working with or striving to improve. The list derived includes, but is not limited to, Living Learning Communities, IT Services, Off-campus Relations, Study Abroad Programs, 1<sup>st</sup> and 2<sup>nd</sup> Year Programming, the Honors Program, Registration, Greek Life, Advising, Transportation, and—of course—Miami Spirit. I am excited to see the next steps Senators take toward improving our university and cannot wait to pursue our initiatives that are still in infancy.

Finally, I would like to thank Mr. Stephen D. Snyder for his commitment to the Board of Trustees, to the President of the University, to the Student Body, and to his alma mater, Miami University. Mr. Snyder's passion, experience, and warm presence will be missed, and ASG wishes him a wonderful retirement and a fulfilling term on the Oxford City Council. I would also like to wish Mr. Pickerill the best of luck in his new role as Mr. Snyder's successor. Additionally, I would like to welcome Lot Kwarteng to the Board of Trustees and express ASG's excitement to work with you.

### **Student Trustee Reports**

Student Trustee Lot Kwarteng thanked the Board members for their warm welcome and commented that he is very excited to be a Student Trustee and looked forward to building strong relationships with all the Board members.

Student Trustee Matthew Shroder reported that a pilot program for on-line course evaluation by students had commenced. The new program allows a centralized and easier approach to course evaluation, and 900 classes are included in the test protocol. If the text program is successful and the process is fully adopted university-wide, over 75,000 sheets of paper could be saved.

Mr. Shroder reported that student resident advisor applications have risen significantly from last year, as well as applications for Student Orientation Undergraduate Leader (SOUL). He also reviewed the process for applying for the position of Student Trustee, and interviews have been completed by the Student Executive Cabinet. Nominations will be submitted to the Governor's Office before winter break.

Mr. Shroder welcomed Mr. Kwarteng to the Board and thanked Mr. Snyder for his service.

### **Other Business**

The Chair called upon Mr. Dave Herche, the chair of the nominating committee, for the committee's recommendations for Board officers for 2012. Mr. Dennis Lieberman and Ms. Sue Henry also served on the nominating committee.

Mr. Herche reported the committee's recommendations for 2012:

Chair	Donald L. Crain
Vice Chair	Sharon J. Mitchell
Secretary	Dennis A. Lieberman
Treasurer	David F. Herche

The committee also recommended that Mr. Donald Crain and Mr. Jagdish Bhati serve as the Board of Trustees' appointments to the Miami University Foundation Board of Trustees for calendar year 2012.

Upon a motion made by Mr. Bhati and seconded by Mr. Ridenour, the recommendations of the nominating committee were accepted by voice vote. The Chair thanked the members of the nominating committee for their work.

### **Resolution to Amend the Regulations of the Miami University Board of Trustees**

Mr. Bhati moved, Mr. Lieberman seconded, and by voice vote Resolution R2012-14 was unanimously adopted with eight Trustees voting in favor and none opposed.

#### RESOLUTION R2012-14

Be It Resolved: that the Board of Trustees hereby approves amendments to Article II (Meetings and Organization of the Board of Trustees), Section 12 in the Regulations of the Board of Trustees of the Miami University as set forth in proposed Section 12 as follows:

Section 12. The Committee on Naming of Campus Facilities is established as an advisory committee to the Board and Vice President for University Advancement, who shall serve as Chair of the Committee. The Chair of the Board shall appoint the members of the Committee as provided in Board Resolution R2001-31, as the same may from time to time hereafter be amended by the Board. Recommendations for the naming of campus facilities shall be in accordance with R2001-31 (and as it may be hereafter

amended, including Resolutions R2004-12 and R2011-60). The Board of Trustees has sole authority to approve the name of campus facilities.

Be It Further Resolved: that the Board of Trustees hereby approves amendments to Article II (Meetings and Organization of the Board of Trustees), Section 13 in the Regulations of the Board of Trustees of the Miami University as set forth in proposed Section 13 as follows:

Section 13. The Finance and Audit Committee serves in an oversight capacity for financial and administrative operations of the University as delegated by the Board of Trustees in the Finance and Audit Committee Charter as adopted by Board Resolution R2005-20 (and as it may be hereafter amended, including Resolutions R2007-46, R2010-32, and R2011-66). Specifically, the Finance and Audit Committee provides oversight responsibilities for the University's long-term financial plans; the University's financial reporting, internal controls and the independent audit; the general University budget; capital expenditures for facilities and property; investment policies and results; internal audit activities; processes for monitoring compliance with University policies and state and federal laws; and the University's risk assessment process. It is the responsibility of the Finance and Audit Committee to review and recommend to the full Board of Trustees ordinances, resolutions, and other related items proposed by the administrative staff. The Committee serves as the Investment Committee required by Ohio Revised Code Section 3345.05.

The Chair of the Board shall appoint the members of the Finance and Audit Committee as provided in Board Resolution R2005-20 (and as it may be hereafter amended, including Resolutions R2007-46, R2010-32, and R2011-66). The Committee shall also meet as stipulated in its Charter as provided in Board Resolution R2005-20. The time, date, and location of the meetings are to be set by the Chair in consultation with the other members of the Committee and staff. The principal liaison to the Finance Committee is the Vice President for Finance and Business Services. Additional staff members will be called upon as needed for specific reports to the Committee.

Be It Further Resolved: that the Board of Trustees hereby approves an amendment to Article IV (Administrative Officers of the University), Section 2 in the Regulations of the Board of Trustees of the Miami University as set forth in the proposed Section 2 as follows:

Section 2. President.

The President of Miami University shall be appointed by the Board of Trustees and shall be the chief administrative officer of the University



responsible for the operation of the University as a whole. The President has authority to sign on behalf of the University all necessary documents and papers pertaining to the operating needs of the University. The President has authority to delegate signature authorization to other appropriate administrative personnel of the University for all necessary contracts, documents and papers pertaining to the operating needs of the University, provided that such designation of authority is in writing and on file in the Office of the Secretary to the Board of Trustees (Resolution of the Board of Trustees R86-42).

Be It Further Resolved: that the Board of Trustees hereby approves an amendment to Article IV (Administrative Officers of the University), Section 12 in the Regulations of the Board of Trustees of the Miami University as set forth in the proposed Section 12 as follows:

Section 12. Signature Authorization for Provost and Vice President for Finance and Business Services.

In the absence of the President, the Provost and Executive Vice President for Academic Affairs or the Vice President for Finance and Business Services and Treasurer of the University are authorized to sign in their official capacities (their own name) all necessary contracts, documents and papers pertaining to the operating needs of the University.

Be It Further Resolved: that the Board of Trustees hereby approves amendments to Article VIII (The Faculty Assembly), Section 2 in the Regulations of the Board of Trustees of the Miami University as set forth in the proposed Section 2 as follows:

Section 2. Faculty Assembly is comprised of all members of the faculty who hold tenure or a tenure track position and all librarians who hold the rank of Principal Librarian, Associate Librarian, or Assistant Librarian.

Be It Further Resolved: that the Board of Trustees hereby approves amendments to Article XIV (Intercollegiate Athletics), Section 3.B. (Athletic Policy Committee – advisory to the President and the Athletic Director), as set forth in the proposed Section 3.B. as follows:

Section 3.B. The functions of the Athletic Policy Committee are to represent University Senate and to advise the President and Director of Intercollegiate Athletics about matters affecting the academic and athletic integrity of Intercollegiate Athletics, including but not limited to matters affecting student-athlete welfare. The Committee shall advise the Director of Intercollegiate Athletics generally on policies for student athletes including standards of academic eligibility, student support and health, academic integrity and progress, equity, including Title IX, and NCAA, MAC, and CCHA issues. The Committee is charged with the

responsibility to track the academic progress of current athletes, to analyze that academic data and to make recommendations to the Director of Intercollegiate Athletics on related policy. The Committee shall advise the President and University Senate on the sports in which Miami will participate. The Chair of the Athletic Policy Committee shall be kept informed of the search processes for head coaches and the Director of Intercollegiate Athletics. The Committee is involved in the NCAA recertification process.

### **Resolution of Appreciation**

On a motion duly made, seconded and approved by voice vote, a resolution of appreciation was presented to Mr. Snyder for his years of service to the University and the Board of Trustees.

### **Executive Session**

At 10:50 a.m., upon recommendation of the Chair, Mr. Bhati moved, Mr. Lieberman seconded, and by roll call vote the Board convened to Executive Session for the purpose of conferring with General Counsel on pending litigation and security matters as provided by the Ohio Open Meetings Act, Revised Code Section 121.22.

At 12:15 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



# Public Study Session Strategic Analysis of Support Services

December 9, 2011





## Public Study Session

### Strategic Analysis of Support Services

**Strategic Priorities Recommendation 8:      Increase operational efficiency by performing a University-wide evaluation of administrative and support operations.**

- 1) Identify, and eliminate or centralize, redundant functions *across units*, and develop an organizational structure that retains needed services but delivers them more efficiently. This may entail the use of shared services, contracting of services, or an improved use of technology to deliver services.
- 2) Identify redundant functions *across campus locations* and develop a more efficient university-wide administrative structure using strategies similar to those used to address duplication across units.
- 3) Identify opportunities to share functions or operations with other universities.
- 4) Identify opportunities to shift support operations online, eliminating unnecessary paper transactions or face-to-face contact.
- 5) Identify opportunities to outsource functions, where external vendors can provide economies of scale and cost savings without dramatically impacting the Miami experience.
- 6) Explore opportunities to reduce the number of 12-month contracts, increase employee flextime, or otherwise reduce payroll costs.



# Strategic Analysis of Support Services

## Recommendations

<u>Description</u>	<u>Savings Target</u>	<u>Cost of Consulting Services</u>
Strategic Sourcing	\$5.2 Million	\$229,000 Assessment \$595,000 Implementation
Administrative Services Transformation	\$1.7 Million	To be addressed by staff
IT Rationalization & Service Transformation	\$3.8 Million	\$3.4 Million
Enrollment Service Center and Academic Support	\$1.0 Million	Next steps still being studied
Energy Savings/Smart Building Technology	\$1.8 Million	To be addressed by staff-- RFP to be Issued this Spring



## Strategic Sourcing Project Objectives

1. Move from a Regulatory/Compliance Purchasing Strategy to Strategic Sourcing.
2. Target Immediate Savings Opportunities.
3. Revise Procurement Policies.
4. Improve Supplier Relationship Management and Payment Term Negotiations.
5. Assess Staff Skills and Achieve Knowledge Transfer Goals.

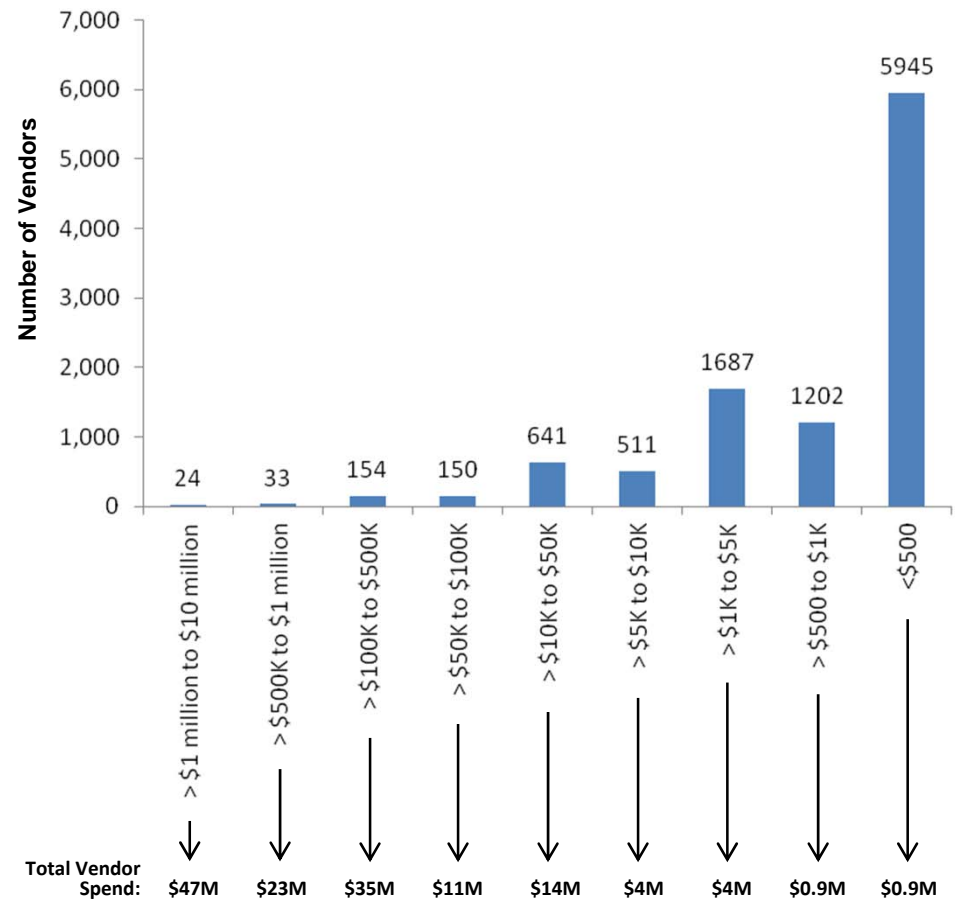
# Addressable Spend: By Vendor

The top 280 vendors represent 80% of the \$139 million in addressable spend; approximately 5,945 vendors were paid \$500 or less in FY11.

- Top 20 Vendors -

	Vendor Name	FY11 Addressable Spend	% of Total	Cumul. %
1	Apple Computer	\$ 5,408,500	4%	4%
2	CBORD Group	\$ 4,885,400	4%	7%
3	Duke Energy Retail Sales LLC	\$ 3,938,350	3%	10%
4	Wagner Smith Co	\$ 3,138,351	2%	13%
5	US Foodservice	\$ 2,288,494	2%	14%
6	Childs Bertman Tseckares Inc.	\$ 2,026,831	1%	16%
7	Dell	\$ 1,969,453	1%	17%
8	BHDP Architects	\$ 1,831,797	1%	18%
9	FirstGroup America	\$ 1,726,002	1%	20%
10	H T Hackney Company	\$ 1,628,616	1%	21%
11	Nebraska Book Company	\$ 1,619,267	1%	22%
12	G C Contracting Corporation	\$ 1,574,945	1%	23%
13	Vidatt Energy Inc	\$ 1,511,378	1%	24%
14	Orbit Sheet Metal Company Inc.	\$ 1,441,162	1%	25%
15	Fryman Kuck General Contractors Inc	\$ 1,375,199	1%	26%
16	XPEDX	\$ 1,315,381	1%	27%
17	G & J Pepsi Cola Hamilton	\$ 1,281,868	1%	28%
18	Rapier Electric	\$ 1,242,305	1%	29%
19	Duke Energy	\$ 1,236,836	1%	30%
20	The Castellini Co	\$ 1,228,568	1%	31%
	Remaining 10,327 Vendors	\$ 96,264,461	69%	100%
	<b>Grand Total</b>	<b>\$ 138,933,164</b>		

- Vendor Counts by Addressable Spend Amount -



Source: FY11 spend database

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## Strategic Sourcing

### Commodities and Services to be Addressed

<u>Commodity</u>	<u>Total Spend</u>	<u>Annual Targeted Savings</u>
Architecture and Engineering Fees	\$5,500,000	\$305,000
Construction	\$18,000,000	\$360,000
Printing	\$1,500,000	\$277,000
Copiers	\$1,300,000	\$130,000
MRO Service and Materials	\$3,900,000	\$332,000
Furniture	\$1,000,000	\$85,000
Wireless Related Services	\$850,000	\$72,000
Uniforms	\$350,000	\$35,000
Prompt Payment Negotiations	\$40,000,000	<u>\$400,000</u>
Total Targeted Savings		\$1,996,000





# Administrative Services Transformation

## Project Objectives

1. Shift Administrative Focus from Regulatory Oversight to Service and Efficiency.
2. Deliver Administrative Services through a More Efficient Organizational Design Using Technology More Effectively.
3. Develop the Knowledge and Use of Lean Tools and Practices.

## Project Status

- Over 150 staff have received some Lean training.
- About 30 projects are currently underway.



# Lean Project Summary

## Housing, Dining, Recreation and Business Services

- Spring Street Market expansion
- Improved window A/C installations
- Consolidation of Business Services offices
- Expand online Bookstore orders
- Pizza delivery improvements
- Increased efficiency in preparing dinner entrees
- Increased efficiency in delivering food products across campus
- Streamline procurement of staff uniforms
- Increase efficiency of handling summer storage
- Grow program revenue 2% absent fee increases
- Increase student recreation participation by 3%
- Assess recreation facilities and equipment needs
- Enhance staff development

## Physical Facilities Department

- Right size internal fleet needs
- Improve Central Stores operations
- Improve construction project communications

## Finance

- Improve prompt pay and P-Card discounts
- More efficient student organization transactions
- Mulaa reconciliations
- Remote capture of check deposits
- Integrate facilities procurement with Ohio's OAKS system

## Internal Audit

- Enterprise-wide receipt mapping to expedite processing of bank deposits

## Human Resources

- Develop internal training capability for Lean
- Improve employee intranet portal
- Improve payroll processing
- Implement salary planner component of Banner
- Lower unemployment costs

## University Budget

- Improve position control process and data



# Administrative Services Transformation

## Next Steps

1. Leaner Organization Design is Needed.
2. Distributed Activities Need to be Clustered into Shared Services Center.
3. Pilot Projects Need to Move Forward in Finance and Business Services.



# Support Services Implementation Program

## IT Rationalization and Services Transformation (SSIP-IT)

- **Goals:**
  - Realize \$3.8M in annual savings by reducing IT operating costs
  - Increase alignment of IT support with institutional objectives
  - Meet discipline-specific IT support needs more effectively
- **Four parallel efforts are underway:**
  - Portfolio and Architecture Governance
  - Data Center Consolidation
  - Application Rationalization
  - IT Support Organization and Process Design
- Accenture has been engaged to facilitate this work - \$3.4M



# Portfolio and Architecture Governance

- **Goal:**
  - Manage demand and make better decisions on technology alignment and investment in discretionary projects
- **Timeframe:**
  - September 2011 – January 2012
- **Estimated annual savings of \$501K through:**
  - More effective allocation of resources -- ensuring that priority is given to projects with the most strategic impact for Miami
  - Decreased IT operating costs due to a less complex hardware and software environment



## Data Center Consolidation

- **Goal:**
  - Reduce IT hardware and operations costs by virtualizing and migrating distributed server and storage infrastructure to the IT Services data center
- **Timeframe:**
  - September 2011 – June 2012
- **Estimated annual savings of \$632K through:**
  - Streamlined process for deploying servers
  - Reduced footprint for institutional servers and storage
  - Lower cost of managing servers and storage



# Application Rationalization

- **Goal:**
  - Decrease IT support costs by reducing the number of supported IT applications in use across the University
- **Timeframe:**
  - September 2011 – November 2012
- **Estimated annual savings of \$1.6M through:**
  - Fewer applications to support
  - More effective institutional spend by reducing redundant investments
  - Lower software licensing and IT operating costs



# IT Support Organization and Process Design

- **Goal:**
  - Transform the IT support model to strike the right balance between cost and service quality/selection
- **Timeframe:**
  - November 2011 – July 2012
- **Estimated annual savings of \$1.1M through:**
  - More effective and efficient IT support functions
  - Increased consistency of IT support across the institution
  - Greater understanding of the available support and how to obtain it





# Savings Summary

- Savings of \$3.8M is projected to come from both personnel and non-personnel sources:
  - \$2.56M personnel
  - \$1.24M non-personnel
- Savings opportunities are expected from IT functions across the university.
- Aggregation of the savings is not straightforward and the impact to individual unit budgets will be unknown until detailed implementation plans are developed and approved.



## SSIP-IT Governance

- Day-to-day project oversight provided by Accenture and IT Services leadership team
- IT Advisory Group provides early feedback and endorses recommendations
  - Group members appointed by the President, Vice Presidents and Deans
- IT Strategic Advisory Council serves as steering team and advances recommendations to the President's Executive Council for review/approval



## SSIP-IT Status

- **Portfolio and Architecture Governance**
  - Interviewed current divisional coordinators and produced Current State Analysis
  - Proposed portfolio governance model and project prioritization framework
  
- **Data Center Consolidation**
  - Gathered data from academic and administrative units and produced server Inventory
  - Identified candidates for virtualization and migration into the central data center
  
- **Application Rationalization**
  - Gathered data from application owners and produced Current State Analysis
  - Identified initial opportunities; currently conducting confirmation workshops
  
- **IT Support Organization**
  - Conducted interviews with Deans, Advisory Group members and distributed IT staff
  - Drafted design principles to guide the organizational design effort



# Closing Remarks

## Complications of Organizational Change

- Limited acceptance of the magnitude of change the University is facing.
- Very traditional approach to organizational structures—very hierarchical today.
- New staff skills, responsibilities and expectations.
- Low morale and concerns about job security.



# Questions?



**Six-Year Capital Program Request  
FY 2013 - FY 2018**

<b>Oxford Campus</b>	
	<u>Project Amount</u>
<u>FY 2013 - FY 2014</u>	
Kreger Hall Renovation and Addition	\$8,450,000
Pearson Hall Lab Renovation	\$1,000,000
Utility Infrastructure Project	\$2,000,000
Transfer to Basic Renovations	<u>\$600,000</u>
Total	\$12,050,000
<u>FY 2015 - FY 2016</u>	
Kreger Hall Renovation and Addition	\$7,950,000
Laws Hall Renovation - Phase II	\$2,100,000
Utility Infrastructure Project	<u>\$2,000,000</u>
Total	\$12,050,000
<u>FY 2017 - FY 2018</u>	
Laws Hall Renovation	\$6,650,000
Hughes Hall "C" Wing Renovation	\$3,400,000
Utility Infrastructure Project	<u>\$2,000,000</u>
Total	\$12,050,000
<b>Hamilton Campus</b>	
	<u>Project Amount</u>
<u>FY 2013 - FY 2014</u>	
Academic/Administrative Renovation Projects	\$1,153,217
Geothermal Systems Study	
Rentschler Hall Plumbing Upgrades	
Rentschler Hall Lighting and VAV Box Replacement	
<u>FY 2015 - FY 2016</u>	
Academic/Administrative Renovation Projects	\$1,153,217
<u>FY 2017 - FY 2018</u>	
Academic/Administrative Renovation Projects	\$1,153,217
<b>Middletown Campus</b>	
	<u>Project Amount</u>
<u>FY 2013 - FY 2014</u>	
Academic/Administrative Renovation Projects	\$1,526,909
Bennett Hall HVAC Improvements	
Bennett Hall Roof Replacement	
Walks & Drives Replacement	
Campus-Wide Notification System	
Johnston Hall Renovation for Student Affairs	
<u>FY 2015 - FY 2016</u>	
Academic/Administrative Renovation Projects	\$1,526,909
<u>FY 2017 - FY 2018</u>	
Academic/Administrative Renovation Projects	\$1,526,909