

**BOARD OF TRUSTEES
MIAMI UNIVERSITY**

Minutes of the December 12, 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 8:35 a.m. in Multipurpose Rooms B-C 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 eight voting members present. In addition to the Board members, President Hodge, Vice Presidents Allison, Creamer, Herbst, Jones, 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)
	John S. Christie	Lolita M. McDavid
	S. Kay Geiger	Richard K. Smucker
	Sue J. Henry (National Trustee)	Fred G. Wall
	David F. Herche	Harry T. Wilks
	Heath Ingram (Student Trustee)	

Absent: Jay P. Henderson (National Trustee)
Peter L. Jones
David M. Shade (National Trustee)

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 considering the acquisition of property, discussing the appointment of public officials, 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 September 19, 2008 Meeting

On a motion made by Mrs. Geiger and seconded by Mr. Wall, the minutes of the September 19, 2008 meeting were approved.

Consent Calendar

Upon recommendation of President Hodge, Mr. Crain moved, Mr. Christie seconded, and by voice vote the resolution on the Consent Calendar for the December 12, 2008 meeting was approved with eight Trustees voting in favor and none opposed.

Recommendation of the Committee on Naming of Campus Facilities

RESOLUTION R2009-10

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

Frederic and Julie Holzberger Conference and Resource Room
Farmer School of Business
Gift of Frederic (Class of 1977) and Julie (Class of 1985) Holzberger

Comments by the Chair

Chair Richard Smucker's comments are recorded verbatim.

Good morning, and welcome to today's Board of Trustees meeting. Much has happened at the state and national levels since our last meeting in September, from election results to the alarming news about the economy. There isn't a person in this room today who hasn't somehow been affected by the downturn in the economy, either personally, through a family member or friend, or at their place of employment. I know that President Hodge and his cabinet have been working long hours the past few months to gauge the state's and the national economy's effects on Miami's students, faculty, and staff. Understandably, there is much concern about the uncertainty of what lies ahead.

We will hear several reports this morning about Miami's budget situation and our planning to meet those challenges. Earlier this week the President sent a message to the Miami community outlining targeted budget cuts for University divisions. As suggested by Dr. Hodge, these cuts need to be taken strategically and to ensure we do no harm to Miami's core mission. The engaged student experience is our focus, and we not only need to maintain that focus, but to grow and improve upon it. As difficult as our budget situation is, we are also presented with opportunities to make Miami better.

In that vein, I would like to report this morning on President Hodge's annual performance evaluation by the Board of Trustees. Each year the Board asks the President to outline his goals and objectives for the academic year, and at the end of the year to report upon his plan. That process was completed in September for this past year. I am very pleased to report that Dr. Hodge's evaluation was extraordinarily positive. On behalf of the Board, we express our utmost confidence in and gratitude for President Hodge's exemplary leadership of the University.

I also want to make an additional comment about the evaluation process. Under President Hodge's employment contract, the Board has the option of paying him a bonus for exceptional performance of up to twenty percent of his annual salary, and for last year that would have amounted to \$68,000. Although Dr. Hodge's performance certainly warrants this bonus, he has indicated to the Board that he will not accept a bonus due to the University's critical budget outlook and the significant needs of the University. We understand Dr. Hodge's decision and applaud his leadership in these challenging financial times.

I will end my remarks by returning to the comment I made earlier about our core mission, and by extension, our core values. Over the course of the next several months,

we will have to make some very, very difficult decisions, and in many instances, decisions we do not want to make. As we approach the celebration of our 200th anniversary as a university, we should take note of the lessons learned from our institutional history. Miami University has faced difficulties many times before, including wars and recessions. But the students, faculty, staff, and trustees of Miami not only helped her persevere through trying situations; they made her even better over time.

We have that opportunity again to persevere, and to improve. Our decisions need to be guided by our mission and values as outlined in our mission statement. Miami is student-centered. 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. And, Miami emphasizes critical thinking and independent thought, an appreciation of diverse views, and a sense of responsibility to our global future.

As we work through the decisions we have to make in the coming months, this is what we need to remember and keep at the forefront. This is all about our students. And with these difficult times and the challenges we have, we're going to keep the students at the forefront of all the decisions we make, to keep the quality of this University as it has been and with the goal to continue to be the best in the state of Ohio and among the best in the nation.

Report by the President

President David Hodge began his remarks by noting that higher education throughout the nation is being affected by the decline in the national economy. This is a challenging time because higher education is the vehicle by which individuals gain social mobility and by which the economy is impacted locally, regionally, at the state level, nationally, and globally. Higher education is all about the future, and that is imperiled at the moment by national financial conditions. Miami University is not alone in dealing with budget difficulties, and is joined by universities among the very best in the country. Miami needs to ensure that the very best undergraduate experience continues to be provided.

Dr. Hodge stated that the size of the budget cuts outlined in his message to the community, \$22 million from the core budget, are significant. The cuts are intended to be strategic in nature, and the core focus will continue to be on student success. Efforts will be made to minimize the effects on students and their ability to be successful. Dr. Hodge emphasized that there are clear, differential budget cuts across the University. An across-the-board approach is not being used. The President is asking for strategic realignment and reorganization. In doing so, Dr. Hodge estimated that approximately one hundred staff members may lose their jobs. The necessary budget cuts are too large to absorb through cost savings from vacancies. Not all positions are as mission critical as they might once have been. He pledged that the position elimination process and the consideration of budget cuts will be transparent and collaborative, and he cited the continuing consultations with the University Senate's Fiscal Priorities Committee.

Dr. Hodge remarked that there are continuing uncertainties as estimates are developed concerning the magnitude of budget cuts. The unstable investment environment makes the University vulnerable because of the budgetary reliance on

investment income. Support from the state of Ohio will continue to be vulnerability, as is the case for public universities throughout the nation. The third uncertainty is enrollment and the effects of the national economy on prospective students and their families, and their ability to pursue higher education.

President Hodge focused the remainder of his report on the accomplishments of Miami students, faculty, and staff, remarking that the good work of the University goes forward, even during difficult times. He described having a series of meetings with high school guidance counselors throughout Ohio to promote Miami University. He reported that the Bridges Program, which brings under-represented high school students from Ohio to campus for twenty-four hours for a collegiate experience, had a significant increase in applications and a one hundred percent increase in participation this year compared to last. Dr. Hodge reported that Miami University was included in the inaugural issue of the College Access and Opportunity Guide, the first comprehensive college guidebook dedicated to promoting opportunity for the traditionally underserved student. Miami was selected "in acknowledgment of our outstanding efforts to serve and support students from first-generation, low-income and otherwise underserved backgrounds," according to the Center for Student Opportunity, which produced the guide. It cited Bridges, the Multicultural Leadership Program Summer Leadership Institute, the Miami Access Initiative, and the Mosaic Living Learning Community.

President Hodge reported on progress with the Community of Practice on Engaged Learning, or COPEL. Organizations from throughout the University have combined together to further develop and promote the concept of engaged learning, which is central to the Miami student experience. Dr. Hodge enumerated the different programs, offices and departments involved in COPEL to reaffirm the point that opportunities for student personal, intellectual, and professional growth are present throughout the University. Dr. Hodge stated that COPEL is leading the efforts to intensify that identity and those experiences on Miami's campus.

President Hodge reported that he and Mrs. Hodge visited Luxembourg on the event of celebrating its fortieth anniversary, and later in the semester a ribbon-cutting ceremony took place at Miami's newest facility, the Voice of America Learning Center in southeastern Butler County. Dr. Hodge commented that these two ceremonies indicate the continued drive of the University to serve its mission to the best of its ability.

President Hodge noted that last spring Richard Nault, at that time the Vice President for Student Affairs, shared with the Board of Trustees that the results of a survey indicated that Miami University was second in the nation in the percentage of seniors who had a significant leadership experience during their college years. Dr. Hodge stated that this was a significant fact, since it reaffirms Miami's commitment to educate the whole student. He commented that within the past week, he had three opportunities to witness examples of student leadership growth and experiences: the Greek President's transition dinner, a meeting of the National Residence Hall Honorary, and the annual Black and Gold banquet sponsored by Alpha Phi Alpha fraternity. In each of his interactions with the student groups, President Hodge commented that students not only were personally impacted by the leadership opportunities in which they participated, but they were also having positive impacts upon those around them. He again reiterated

that these are examples of Miami's commitment to providing an environment for engaging students and producing students of uncommon quality.

Report by the Vice President for University Advancement

Vice President Jayne Whitehead's Campaign update report is included as Attachment A. The Campaign total is \$346 million, and while it is \$7.7 million higher than the last Board meeting, campaign contributions have slowed due to the national economy. She stated that the greatest impact of the economy has been on giving to the annual fund with a twenty-three percent decrease in funds received and 3,036 fewer gifts from last year at this time. Telemarketing efforts have been hit the hardest while direct mail is stable. Ms. Whitehead commented that peer institutions are having the same experiences as Miami University. She reported that strategies have been developed, including continuing to ask donors for support, focusing on stewardship efforts, aggressively asking donors whose endowments are "under water" to fund next year's cash distribution, promoting the Bicentennial commemoration, and increasing the number of Alumni Chapter events.

Finance and Audit Committee Report

On behalf of Committee Chair Jay Henderson, Mr. Fred Wall presented the report of the November 21, 2008 meeting of the Finance and Audit Committee. His report is included as Attachment B. Mr. Wall reported that the Committee met with a representative from the external auditor, Deloitte & Touche, and the University received an unqualified audit opinion. Miami's Director of Internal Audit and Consulting Services also met with the Committee and reviewed her annual plan.

Mr. Wall reported that the Committee extensively reviewed the negative data of the year-to-date budget performance, and attributed portions of the budget problems to negative investment income performance and a negative balance in summer workshops and fee waivers (currently being analyzed by Dr. Creamer's staff). Mr. Wall also commented upon the uncertainty regarding future reductions in state support. Several actions have been taken to address the budget situation, including the increase in size of budgetary cuts for the Provost's and Vice Presidents' divisions; instituted hiring freezes for nonessential positions; reduced spending for capital projects; developed energy reduction strategies; implemented health benefit changes that will lower costs in the second half of the fiscal year; and retained tuition growth. Mr. Wall stated that these measures should help balance the current year's budget except for the write-down for securities. The Committee was also briefed on the actions to be taken for the 2009-2010 fiscal year. Mr. Wall noted that Committee members were impressed by the actions taken and strategies developed thus far by President Hodge, Vice President Creamer, and the Finance and Business Services staff to address the financial difficulties.

Mr. Wall reported that two reports required by the University System of Ohio Strategic Plan must be approved by the Board of Trustees, and the Finance and Audit Committee recommended adoption of the reports to the Board. The Committee also recommended the resolution to continue the current endowment spending formula and recommended approval of the four facility resolutions on the agenda.

Investment Subcommittee Chair John Christie presented the report of the November 21, 2008 subcommittee meeting, and his report is recorded verbatim.

The Investment Subcommittee of the Finance and Audit Committee met on November 21, 2008. The deterioration of global capital markets has had an adverse impact on both the endowment and non-endowment. Both portfolios experienced negative returns for the quarter and one-year periods ending September 30, 2008. The endowment was down 12.59% for the quarter and 17.62% for the year, while the more cash oriented non-endowment was down 4.61% and 7.64% over the two periods.

The financial turmoil has negatively impacted the entire global investment landscape. While the returns thus far have been disappointing, the diversification strategies deployed in the portfolios have provided some relief relative to the steep declines experienced in the broad United States and global equity indexes over the past year.

Within the non-endowment portfolio, the committee approved a modification to the investment policy that improves flexibility within the asset allocation. In addition, the committee approved a plan to recalibrate the long-term portion of the pool with the objective of further reducing volatility. Further due diligence by the staff and consultant is necessary before the plan can be fully implemented.

The Subcommittee reviewed the university's annual endowment expenditure policy. The annual distribution for the 2008 fiscal year was up 10.6% year over year. Cumulative distributions from the endowment are greater than \$53 million over the last 10 years. We recommend continuing to use the same expenditure policy factors that include the Consumer Price Index as the inflation measure, and 4.5% as the market value multiplier. A resolution on this topic is on today's agenda.

Report by the Vice President for Finance and Business Services and Treasurer

Vice President Creamer reported that the 2008 Financial Report was completed, and he distributed copies of the report to Board members. Copies of the 2008 Financial Report are available in the Office of the Vice President for Finance and Business Services, Room 218 Roudebush Hall.

Adoption of the Institutional Affordability Report and the Institutional Accountability Report for the University System of Ohio Strategic Plan

Vice President Creamer reported that the Chancellor of the University System of Ohio has established two new reporting requirements, an Institutional Accountability Report and an Institutional Affordability Report. These reports are to be approved by the Board of Trustees.

Upon the recommendation of Vice President Creamer, Mr. Wilks moved, Dr. McDavid seconded, and by voice vote Resolution R2009-11 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2009-11

WHEREAS, the Chancellor of the University System of Ohio issued a Strategic Plan for Higher Education on March 31, 2008; and

WHEREAS, the Strategic Plan set out new reporting requirements for Ohio's public colleges and universities that are intended to measure the progress made towards the goals outlined in the plan; and

WHEREAS, two new reports are to be submitted to the Chancellor that are to be approved by the board of trustees of each college and university; and

WHEREAS, an Institutional Accountability Report must be submitted that measures the contributions of each college or university to the accountability measures set out in the Strategic Plan, including estimates of the future progress on the measures through fiscal year 2013-14; and

WHEREAS, an Institutional Affordability report must be submitted that presents the net cost of tuition and fees after grants and scholarships for the current year and a projection of the expected change in each year of the next biennium; and

WHEREAS, each report has been prepared in accordance with guidelines provided by the Chancellor;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Miami University adopts the Institutional Accountability and Institutional Affordability Reports as presented for Miami University to be submitted to the Chancellor of the University System of Ohio in accordance with the Strategic Plan for Higher Education.

The Affordability and Accountability Reports are included as Attachment C.

Authorization to Award Contracts for the Pearson Hall Laboratories Project

Vice President Creamer reported that the Pearson Hall Laboratories Project involved the conversion of the former animal care facility to much-needed laboratory space, and funds had been previously budgeted and were available for the project. Upon the recommendation of Dr. Creamer, Mr. Wilks moved, Mr. Christie seconded, and by voice vote Resolution R2009-12 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2009-12

WHEREAS, the Pearson Hall Laboratories project involves the construction of five new laboratory spaces to be shared by the Zoology, Botany, and Microbiology departments; and

WHEREAS, Miami University has identified state funds in the amount of \$997,408, local funds in the amount of \$443,002, and bond funds in the amount of \$1,022,823 for the projects; and

WHEREAS, the \$2,463,233 budget includes a cost of construction estimate of approximately \$2 million; and

WHEREAS, the State of Ohio allows the awarding of contracts up to 110% of the construction estimate necessitating a bid variation contingency of \$220,000 in addition to the \$2 million construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for December 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 and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Pearson Hall Laboratories project with a total construction budget not to exceed \$2.2 million.

Authorization to Award Contracts for the Pearson Hall Roof and Exhaust Fan Replacement Project

Vice President Creamer reported that the Pearson Hall Roof and Exhaust Fan Replacement Project involved replacing the roof on the twenty year-old building and consolidating the number of exhaust fan penetrations in the roof, and funds had been previously budgeted and were available for the project. Upon the recommendation of Dr. Creamer, Mr. Wall moved, Mr. Crain seconded, and by voice vote Resolution R2009-13 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2009-13

WHEREAS, the Pearson Hall Roof and Exhaust Fan Replacement project involves the replacement of approximately 20,000 square feet of original roof, and the replacement and consolidation of approximately 100 roof exhaust fans; and

WHEREAS, Miami University has identified state funds in the amount of \$2,013,502, and local funds in the amount of \$44,998, for the Pearson Hall Roof and Exhaust Fan Replacement project; and

WHEREAS, the \$2,058,500 budget includes a cost of construction estimate of approximately \$1.67 million; and

WHEREAS, the State of Ohio allows the awarding of contracts up to 110% of the construction estimate necessitating a bid variation contingency of \$167,000 in addition to the \$1.67 million construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for January 2009; 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 and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Pearson Hall Roof and Exhaust Fan Replacement project with a total construction budget not to exceed \$1.837 million.

Authorization to Award Contracts for Furniture and Equipment for the Farmer School of Business

Vice President Creamer reported that the contract for furniture and equipment for the Farmer School of Business had previously been budgeted and funds are available in the building project account. Upon recommendation of Dr. Creamer, Mrs. Geiger moved, Mr. Herche seconded, and by voice vote Resolution R2009-14 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2009-14

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

WHEREAS, the \$64,223,842 budget includes a cost of furniture and equipment estimate of approximately \$3,250,000; and

WHEREAS, the State of Ohio allows the awarding of contracts up to 110% of the construction estimate necessitating a bid variation contingency of \$325,000 in addition to the \$3,250,000 furniture and 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 furniture and equipment for the Farmer School of Business with a total budget not to exceed \$3,575,000.

Authorization to Award Contracts for the Flower Hall HVAC Improvements Project

Vice President Creamer reported that the Flower Hall Project involves the replacement of equipment in the building causing safety concerns and funding will come from Housing, Dining and Guest Services equipment and replacement accounts. Upon recommendation of Dr. Creamer, Mr. Wilks moved, Dr. McDavid seconded, and by voice vote Resolution R2009-15 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2009-15

WHEREAS, the Flower Hall HVAC Improvements project involves the replacement of all fan coils, unit ventilators, and domestic water heaters; and

WHEREAS, Miami University has identified local funds in the amount of \$1.25 million for the Flower Hall HVAC Improvements project; and

WHEREAS, the \$1.25 million budget includes a cost of construction estimate of approximately \$1.1 million; and

WHEREAS, the State of Ohio allows the awarding of contracts up to 110% of the construction estimate necessitating a bid variation contingency of \$110,000 in addition to the \$1.1 million construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for January 2009; 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 and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Flower Hall HVAC Improvements project with a total construction budget not to exceed \$1.21 million.

Approval of Endowment Spending Formula

Vice President Creamer recommended that the endowment spending formula remains unchanged from the previous year. Upon Dr. Creamer's recommendation, Dr. McDavid moved, Mr. Crain seconded, and by voice vote Resolution R2009-16 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2009-16

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 2004-46 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, 2009, and the Finance Committee has accepted that recommendation;

NOW, THEREFORE, BE IT RESOLVED THAT: The Board of Trustees hereby authorizes that the spending distribution for the fiscal year ended June 30, 2009, 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, 2009 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, 2009.

Report by the Interim Vice President for Information Technology

Interim Vice President Debra Allison's report is recorded verbatim.

Thank you for the opportunity to speak with you today, first on the results of our Delivering Value Program and second, on major upcoming activities. As I mentioned in my February 2008 Board Report, we challenged the Information Technology Services staff to seek new ways to deliver value to Miami University. To build enthusiasm and recognition for the program, and to encourage and recognize staff members who stepped up to the challenge, we created a friendly competition titled "Delivering Value." The goal of the competition was to encourage everyone within IT Services to approach problem-solving with a renewed focus on value. Staff members were asked to submit proposals in one of four categories: Cost Savings, Improved Cost Efficiencies, Improved Service to Students, and Improved Quality of Service. Twenty-two projects were on display at the IT Showcase held in the Shriver Center on November 5. An additional 13 presentations highlighted other available services. Sixty-five staff participated and nearly 100 individuals attended. Each attendee was asked to vote for the presentations that best illustrated the Delivering Values concept in each of the four categories. First and second place winners were recognized with cash awards via the University's PRIDE awards fund.

More than \$533,000 in actual savings and \$78,000 in cost avoidance were cited in the proposals. For example, in the "Cost Savings" category, the first-place "MU Clicks" project led by Ricardo Maduro recommended TurningPoint as a standard student response system for use in the classroom. Standardizing on a single system saved the University nearly \$16,000 this year through discounts on faculty and classroom support equipment. Additionally, students saved over \$54,000 this year due to reduced pricing, not counting the amount saved by purchasing one device for use in different classes.

Other proposals identified significant benefits to the University in terms of increased efficiency and quality. The first-place project in the "Improved Cost Efficiencies" category was the Business Intelligence project, led by Phyllis Wykoff and assisted by Doug Price, Amy Goll and Brian Simms as the primary team members. This project will provide for the improved collection and use of data to support better decision-making.

The winning submission in the "Improved Quality of Service" category was the NCATE (or National Council for the Accreditation of Teacher Education) Unit Assessment System, led by Sam Arockisamy and Mary Beth Dillon. They worked with the School of Education, Health and Society (SEHS) to meet the NCATE performance-based standards. This project provided SEHS an across-the-board data gathering system to document that their candidates master institutional, state, and professional standards.

"Building Reusable Learning Objects" was the winning submission in the final category of "Improved Service to Students." Britt Carr and Adam Baumgartner created

custom-made learning activities for faculty to use in explaining a particular topic and to provide students with active, engaged learning experiences. These activities are built upon a generic architecture that allows them to be reused. One example is “Phun with Phonics,” a “game” that helps students practice visual recognition of the symbols in the International Phonetic Alphabet.

The IT Showcase was successful in raising awareness among the University community and even our own staff of the breadth of services available. We plan to hold another Showcase next year to continue our focus on identifying ways to deliver value to Miami University in the pursuit of the University’s strategic goals.

Second, I wish to give you a brief update on significant upcoming activities – the Voice Over IP project, the Server Consolidation project, the Banner 8 upgrade, and the Business Intelligence Project. The Voice Over IP project to replace the University’s current telephone system is underway. The first deployment of new telephones on the Oxford Campus will occur the first week in January. Middletown and Hamilton Campuses will follow. The plan is for installation of 300 phones per week with completion by the end of June 2009.

Preparations are underway to consolidate servers in our data center and provide for cost effective data storage architecture. The primary purpose of the project is to extend the life of the current data center and avoid the cost for building a new facility. Other advantages include reduced growth in demand for power and cooling and future benefits for disaster recovery.

The Blackboard learning management system and Banner 8 administrative system upgrades will occur in 2009. Blackboard will be upgraded early in 2009 and Banner in fall 2009. And finally, our Business Intelligence project team is pleased to report that we were able to negotiate a refund from SAS in the amount of \$94,000 for software that did not meet our requirements. We plan to apply the refund toward purchase of business intelligence software in the future. While the budget situation is slowing down the initiative, we have a strategy to make progress in areas that do not require a large capital investment.

Report by the Vice President for Student Affairs

Vice President Barbara Jones’ report is recorded verbatim.

There are many exciting and positive student engagement activities to report from Student Affairs. In November Eva D’Intino was awarded a Jimmy and Rosalynn Carter Foundation Academic Service Entrepreneur Grant for her proposed mentoring program for seventh grade girls at Rothenberg Elementary School (the only remaining public school) in Over the Rhine. Eighty-eight students are participating in the Connected@Miami Mentor Program designed to facilitate relationships between faculty and staff and first year students. Most of these are students of color.

Several HAWKS (Health Advocates for Wellness Knowledge and Skills) from the Office of Health Education presented at the BACCHUS Network General Assembly in Columbus, Nov. 14-15. The BACCHUS Network is a university- and community-based network of peer educators focusing on comprehensive health and safety initiatives.

The BACCHUS philosophy is that students can play a uniquely effective role - unmatched by professional educators - in encouraging their peers to consider, talk honestly about and develop responsible habits and attitudes toward high-risk health and safety issues. "Gimme a Little Head Room" was presented by Stefanie Sliger, a senior social work major and Sarah Percy, a senior health studies major. The program aims to better identify and support students who may be dealing with psychosocial, educational and other issues that have adverse impacts on their lives.

The Shriver Center Program Board and two students received awards at the National Association for Campus Activities Regional Conference Saturday November 1, 2008. Seniors Alicia Burrello (Charter Day Ball Co-Chair) and Michelle Greenspoon (Vice President of Marketing & Advertising/Shriver Design Chair) were selected as two of the three recipients of the Outstanding Undergraduate Award. Program Board also won awards for three programs in four categories including Outstanding Original Program, Outstanding Multicultural Program, Best Educational Program and Program of the Year.

The Office of Residence Life and Housing, Dining and Guest Services won the 2008 Presidential Service Award from the Association of College and University Housing Officers-International. This award is given infrequently as a special recognition to campuses that have made significant contributions through the involvement of staff to the housing profession.

The Wilks Leadership Institute issued a research report on "Ohio's Civic Health," in a newly-formed partnership with the National Conference on Citizenship. The first report of its kind for Ohio, the report details Ohioans participation in public life, volunteering, and voting, among other activities. The Wilks Institute launched this report at a one-day event called "Checking our Pulse: Students Deliberate on Ohio's Civic Health." Students, faculty and staff from around the state came to the State House in Columbus to deliberate on the report and its implications for our work on campuses. The report and the conference were put together by staff and faculty associated with the Wilks Leadership Institute, in partnership with the National Conference on Citizenship and Ohio Campus Compact.

Following Family Weekend, the Parents Office, in collaboration with IT Services and other university offices, launched a computer portal system especially designed for families of undergraduate students—*myMiami for Families*. Through this portal, Miami students may choose to give online access to family members about the information in their student record. Currently, options include bursar bill details, student financial assistance information, class schedule, and grade reports. Among the first in the nation to offer a system of this kind, the Parents Office piloted the portal to first and second year students this semester. In addition to receiving personalized information from their students, the *myMiami* portal system provides family members with special links and shortcuts to important Miami information and announcements. Work is underway to include third and fourth year students and to expand the site to include other key areas, such as Housing and Dining. The system has been well received by Miami families.

A new assessment instrument is being used by first year advisors to identify at risk students. Mapworks is an early intervention strategy administered to students in the first three weeks of the semester. It is designed to identify adjustment and transition

issues so that advisors can work with the students early in their college careers. Approximately 83% of our students completed the instrument. This is a much higher rate than most universities.

The Rinella Center is experiencing record levels of students utilizing the tutorial assistance program with more than 7,000 hours of tutoring as of December 1; they are on pace to offer 1,200 more hours than last fall semester. They have also increased tutoring support for international students with 14 international peer tutors on staff.

In response to the declining job market, the Office of Career Services has convened a multi-disciplinary working group to anticipate and mitigate the negative effects of the current economic situation on student internship and spring employment candidates. The plan involves tapping the expertise of Career Services, Student Affairs, University Communications, Alumni Relations and Development staff to intentionally leverage Miami's alumni connections and corporate/donor relationships to identify additional internship and employment opportunities for students. A point of emphasis will be to expand the geographic scope of employers beyond the Midwest region.

Following Dr. Jones' report, Michael Scott, President of Associated Student Government, addressed the Board. Mr. Scott commented that he would echo Vice President Jones' comments about the Career Services Office. He noted that the current financial economic crisis is an opportunity to increase efforts to connect graduating seniors looking for jobs with alumni in the business world. Mr. Scott also complimented and congratulated the student organizations who participated in voter registration drives and get-out-the-vote initiatives in the November election. Mr. Scott concluded his remarks by showing a video of student leaders representing numerous organizations throughout campus discussing their accomplishments during the fall semester and their goals for next semester.

Academic Affairs Committee Report

Dr. Lolita McDavid, Chair of the Board's Academic Affairs Committee, reported that the Committee had met the evening before on December 11. The meeting was preceded by a tour of two laboratories in Pearson Hall: the Center for Bioinformatics and Functional Genomics, and the Electron Microscopy Facility.

Dr. McDavid reported that Provost Herbst presented an admissions update to the Committee, and that the admissions season is approximately two-thirds completed. Applications are up nine percent over last year at this time with significant increases in applications from under-represented and foreign students. The Enrollment Management Committee has recommended a class of 3,500 for next fall's first-year class. Dr. Herbst reminded the Committee that next year will be the first year of the sophomore residency requirement. Dr. McDavid commented that the yield rate for next year is difficult to predict due to the national economic situation. Graduate School applications are up over thirty percent, which also may reflect the state of the economy.

Dr. McDavid reported that Bruce Cochrane, Dean of the Graduate School, addressed the Committee about the recently completed Graduate School program review. In December 2007, Provost Herbst appointed a committee to evaluate graduate programs

to provide a basis for reallocation of resources, particularly graduate assistantships. Departments and Programs were asked to provide input on the nature of appropriate quality measures in their disciplines and to provide data about their program with respect to those measures, including student recruitment and quality, engagement of faculty with graduate education, scholarly productivity, involvement of graduate students with undergraduate education, diversity, and external support of assistantships.

Programs were then placed in one of three categories. In the first category, Programs clearly contribute to the University goal of selective excellence in graduate education, although they should continue to work on improvement in some areas. In the second category, Departments are contributing to excellence in graduate education, but have room for improvement in some areas. These Departments and Programs could contribute to selective excellence in graduate education at Miami, but should immediately consider restructuring or realigning their programs to move towards that goal. In the third category, Departments and Programs have significant weakness in more than one area. Their accomplishment of their own mission and their contribution to selective excellence in graduate education raise questions that need to be addressed.

The final topic addressed by the Academic Affairs Committee was an update on academic advising, presented by Associate Provost Michael Dantley. Dr. Dantley gave an historical perspective on academic advising at Miami and reviewed initiatives undertaken during the current academic year. Dr. McDavid commented that Committee members had a robust discussion about advising, and she thanked the students who were present at the meeting for their frank and informative input and participation.

Report by the Provost and Executive Vice President for Academic Affairs

Provost Jeffrey Herbst reiterated that protecting the instructional and academic program during difficult budget times is the highest priority of the University. He noted that investments in strategic areas continue to take place even while cuts are taken in other areas. He stressed that a blanket hiring ban on faculty has not taken place at Miami, unlike other universities. Dr. Herbst stated that investments in the academic program and a reinvigoration of the faculty through new hires are necessary. He used the national search for a new Director of the Center for Enhanced Learning and Teaching as an example of a strategic decision to improve Miami's academic program.

Provost Herbst reviewed admissions information for the Board and reported that he has asked the Admission Office staff to work with the faculty to ensure an appropriately sized incoming class as well as the best possible class. Numerous faculty members have volunteered to assist with student recruitment because they realize that a full class for fall 2009 is essential for financial reasons and the long-term health of the institution.

Dr. Herbst reported that University Senate adopted a new policy for course approval. Previously when new courses were proposed and approved, the courses were essentially approved forever. University Senate has now adopted a philosophy that learning goals are to be associated with new courses and the courses will be assessed on a regular basis. The Provost said that the new philosophy will assess not what is being taught, but what is being learned.

Provost Herbst commented on the Graduate Program review and stated that University resources will be reallocated and realigned to the University's highest priorities. Dr. Herbst also reported that he is working with Dr. Creamer to better align resources with priorities in other areas, especially summer program revenues including both classes and workshops.

Creation of Department of Mathematics and Department of Statistics

Provost Herbst remarked that creating two departments from one is another example of the investments in programs that should take place to improve the overall academic program. The goal is to launch a new initiative on the Miami campus to improve quantitative literacy. Dr. Herbst commented that it is not sufficient to learn statistics, but to teach students how to evaluate the vast amount of information available throughout society. He noted that evaluation skills are lacking, using the misreporting and misinterpretation of financial data in newspapers as an example. Dr. Herbst stated that a small increase in administrative costs will be incurred with the formation of a new department, mainly a new department chair, but academic program improvements should not be frozen during a financial crisis. While consolidation of units and areas within Academic Affairs and other University divisions will take place to save costs, there are strategic areas where new investments should be made to respond to changing fields and circumstances.

Upon the recommendation of Provost Herbst, Mr. Wilks moved, Dr. McDavid seconded, and by voice vote Resolution R2009-17 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2009-17

BE IT RESOLVED: that the Board of Trustees approves reorganizing the Department of Mathematics and Statistics into two separate departments in the College of Arts and Science, the Department of Mathematics and the Department of Statistics, effective with the beginning of the 2009-2010 academic year.

Report by Student Trustees

Student Trustee Kerry McCormack commented upon the November election and congratulated those involved in student voter registration and those students who voted. Mr. McCormack reported on the Student Trustee nomination process for his successor. Four nominations have been made to Governor Strickland, and Mr. McCormack stressed the high qualifications of all four individuals.

Student Trustee Heath Ingram noted that students are very concerned about the current financial situation and are aware that problems with the national economy affect their families and themselves. Mr. Ingram stated that it is important for the University to prepare graduating students for job searches or admittance to graduate school in a tight fiscal climate. Students are also concerned about budget cuts affecting the academic program, and course size and course availability are critical issues for them. He urged a

continuation of the administration's transparency concerning budget issues, and complimented President Hodge's budget memo to the community as an example of that type of transparency. He asked that department chairs display similar transparency concerning budgetary issues to the students in their respective departments.

Other Business

The Chair called upon Mr. Fred Wall, the chair of the nominating committee, for the committee's recommendations for Board officers for 2009. Mrs. Kay Geiger and Mr. Donald Crain also served on the nominating committee.

Mr. Wall reported the committee's recommendations for 2009:

Chair	John S. Christie
Vice Chair	Donald L. Crain
Secretary	S. Kay Geiger
Treasurer	David F. Herche

The committee also recommended that Mr. Christie and Mr. Herche serve as the Board of Trustees' appointments to the Miami University Foundation Board of Trustees for calendar year 2009.

Upon a motion made by Mr. Wall and seconded by Mr. Wilks, the recommendations of the nominating committee were accepted by voice vote. Mr. Smucker thanked the members of the nominating committee for their work. He also noted that this was his last meeting as Chair, and he commented that he is honored to have had the opportunity to serve as Chair for two years. Mr. Smucker stated that he agreed with former Chair Fred Wall that most of the work of the Board occurs in the committees and thanked his colleagues for their work and support. He said his service as Chair was made much easier by the fabulous administration at Miami University and by President Hodge's leadership.

A formal request to address the Board was made by Michael L. Ramsey, 6011 Stillwell Road, Oxford, Ohio. Mr. Ramsey addressed his comments to the November 4, 2008 election, the passage of Issue 16 to construct a new Talawanda High School, and state financing laws regarding support of public school systems.

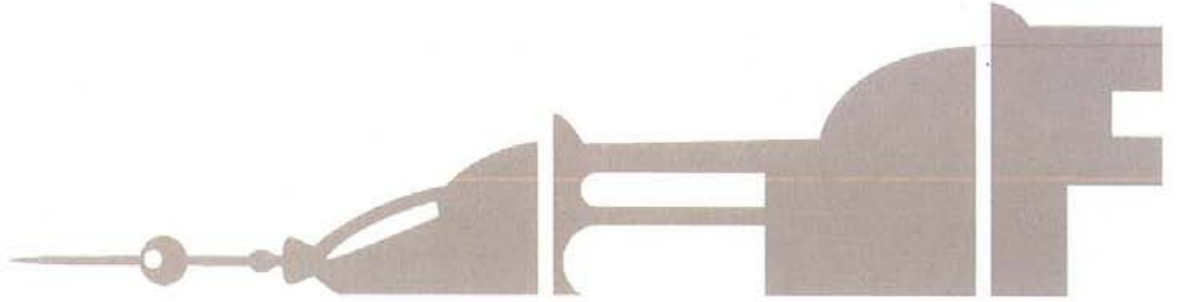
With no other business to come before the Board, a motion was duly made, seconded, and by voice vote the meeting was adjourned at 11:30 a.m.


Stephen D. Snyder
Secretary to the Board of Trustees

Campaign Update for Board of Trustees

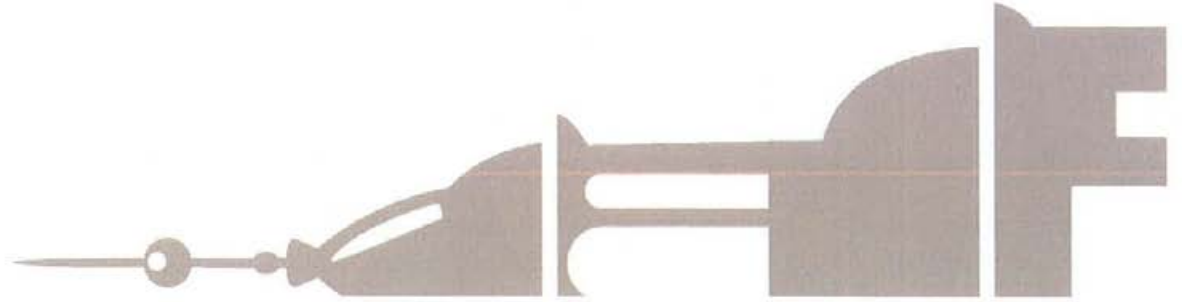
December 12, 2008

Oxford, Ohio



Campaign Gift Pyramid - as of Dec. 10, 2008

The Miami University Campaign For Love and Honor

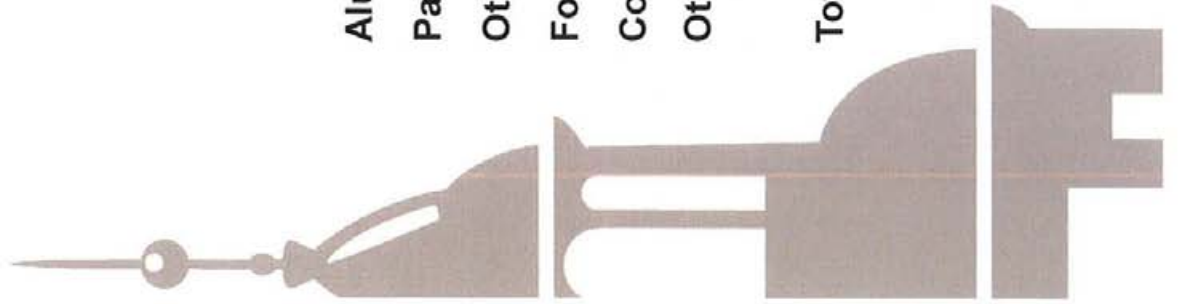


Level	Required Number	Total	Actual Number	Total
\$25,000,000+	2	\$50,000,000	1	\$25,000,000
\$10,000,000	10	\$100,000,000	7	\$75,500,000
\$5,000,000	15	\$75,000,000	6	\$35,222,375
\$2,000,000	20	\$40,000,000	10	\$32,802,628
Leadership Gifts	55	\$55,000,000	36	\$44,749,566
\$500,000	65	\$32,500,000	29	\$17,765,575
Major Gifts	400	\$40,000,000	230	\$41,484,443
\$50,000	450	\$22,500,000	216	\$13,512,480
\$25,000	800	\$20,000,000	384	\$11,566,511
Special Gifts	1,500	\$15,000,000	764	\$10,166,816
Gifts Below	many	\$50,000,000	many	\$38,670,809
Total		\$500,000,000		\$346,431,202

Giving by Constituent Group - as of Dec. 10, 2008

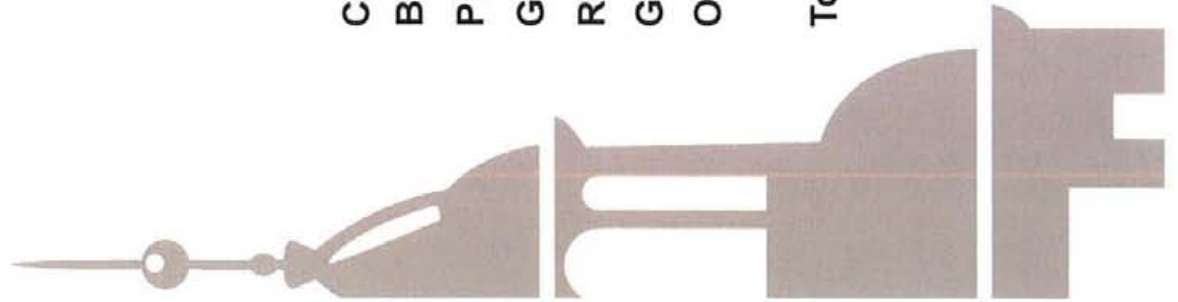
The Miami University Campaign For Love and Honor

	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
Alumni	\$136,017,620	\$88,151,769	\$44,316,409	\$224,169,389	\$180,334,029
Parents	\$21,412,996	\$730,000	\$316,416	\$22,142,996	\$21,729,412
Other Individuals	\$22,338,270	\$9,297,580	\$3,435,859	\$31,635,850	\$25,774,129
Foundations	\$35,279,827	\$0	\$0	\$35,279,827	\$35,279,827
Corporations	\$23,360,915	\$0	\$0	\$23,360,915	\$23,360,915
Other	\$9,842,226	\$0	\$0	\$9,842,226	\$9,842,226
Total	\$248,251,853	\$98,179,349	\$48,068,684	\$346,431,202	\$296,320,537



Giving by Type - as of Dec. 10, 2008

The Miami University Campaign For Love and Honor



	Column I	Column II	Column III	Column IV	Column V
	Outright Gifts & Pledges	Planned Gifts Face Value	Planned Gifts Present Value	Total Col I + II	Total Col I + III
Cash	\$226,203,096	\$0	\$0	\$226,203,096	\$226,203,096
Bequests	\$0	\$75,498,164	\$38,061,610	\$75,498,164	\$38,061,610
Planned Gifts	\$435,908	\$22,681,185	\$9,199,836	\$23,117,093	\$9,635,743
Gifts in Kind	\$11,941,472	\$0	\$0	\$11,941,472	\$11,941,472
Real Estate	\$378,000	\$0	\$0	\$378,000	\$378,000
Grants	\$9,293,377	\$0	\$0	\$9,293,377	\$9,293,377
Other	\$0	\$0	\$0	\$0	\$0
Total	\$248,251,853	\$98,179,349	\$47,261,446	\$346,431,202	\$295,513,299

Giving by College/Area/Unit - as of Dec. 10, 2008

The Miami University Campaign For Love and Honor

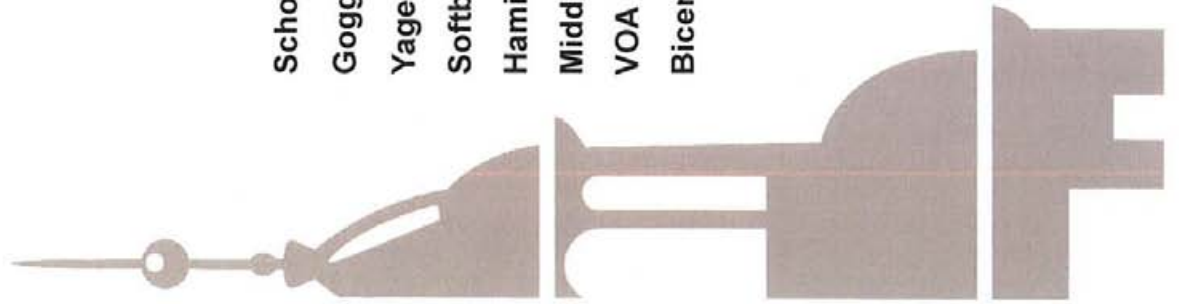
	Outright gifts & pledges, Face Value Planned Gifts		Outright gifts & pledges, Present Value Planned Gifts		Goal	% Goal Reached	Balance Goal
College of Arts and Science	\$28,520,718	\$22,915,664	\$50,000,000	\$21,479,282		57.04%	
Farmer School of Business	\$56,217,354	\$49,937,876	\$80,000,000	\$23,782,646		70.27%	
School of Education, Health and Society	\$13,978,926	\$11,964,660	\$15,000,000	\$1,021,074		93.19%	
School of Engineering & Appl'd Science	\$4,907,368	\$5,024,598	\$15,000,000	\$10,092,632		32.72%	
School of Fine Arts	\$11,798,839	\$10,833,654	\$15,000,000	\$3,201,161		78.66%	
School of Interdisciplinary Studies	\$2,950,203	\$2,529,882	\$2,800,000	\$0		100.00%	
Graduate School	\$2,820,525	\$2,829,988	\$4,000,000	\$1,179,475		70.51%	
Intercollegiate Athletics	\$37,735,116	\$26,066,257	\$50,000,000	\$12,264,885		75.47%	
University Libraries	\$3,199,105	\$2,934,076	\$3,200,000	\$0		99.97%	
Student Affairs	\$9,546,088	\$9,491,982	\$11,000,000	\$1,453,912		86.78%	
Hamilton Campus	\$5,826,288	\$2,224,284	\$6,500,000	\$673,712		89.64%	
Middletown Campus	\$1,876,990	\$1,741,546	\$2,250,000	\$373,010		83.42%	
Academic Initiatives	\$12,203,956	\$10,352,481	\$20,250,000	\$8,046,044		60.27%	
University-wide Initiatives	\$107,903,979	\$100,937,925	\$222,500,000	\$114,596,021		48.50%	
University – Unrestricted	\$28,024,546	\$24,546,428	\$0	\$0		N/A	
Undesignated Funds	\$18,349,661	\$11,511,567	\$2,500,000	\$0		100.00%	
Other Areas	\$571,541	\$477,668	\$0	\$0		N/A	
Total	\$346,431,202	\$296,320,537	\$500,000,000	\$153,568,798		69.29%	

Commitments by Project - as of Dec. 10, 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	\$43,502,100	\$36,670,690	\$40,000,000	100.00%	\$0
Goggin Ice Arena	\$5,515,330	\$5,515,330	\$5,500,000	100.00%	\$0
Yager Stadium Renovation	\$5,032,567	\$5,032,567	\$10,500,000	47.93%	\$5,467,433
Softball Facility	\$1,100	\$1,100	\$500,000	0.22%	\$498,900
Hamilton Campus Conservatory	\$3,462,175	\$12,175	\$3,450,000	100.00%	\$0
Middletown Campus Center	\$1,446,968	\$1,439,543	\$2,500,000	57.88%	\$1,053,032
VOA Learning Center	\$11,600	\$11,600	\$2,000,000	0.58%	\$1,988,400
Bicentennial Student Center	\$968,561	\$968,561	\$80,000,000	1.21%	\$79,031,439



Giving by Designation - as of Dec. 10, 2008

The Miami University Campaign

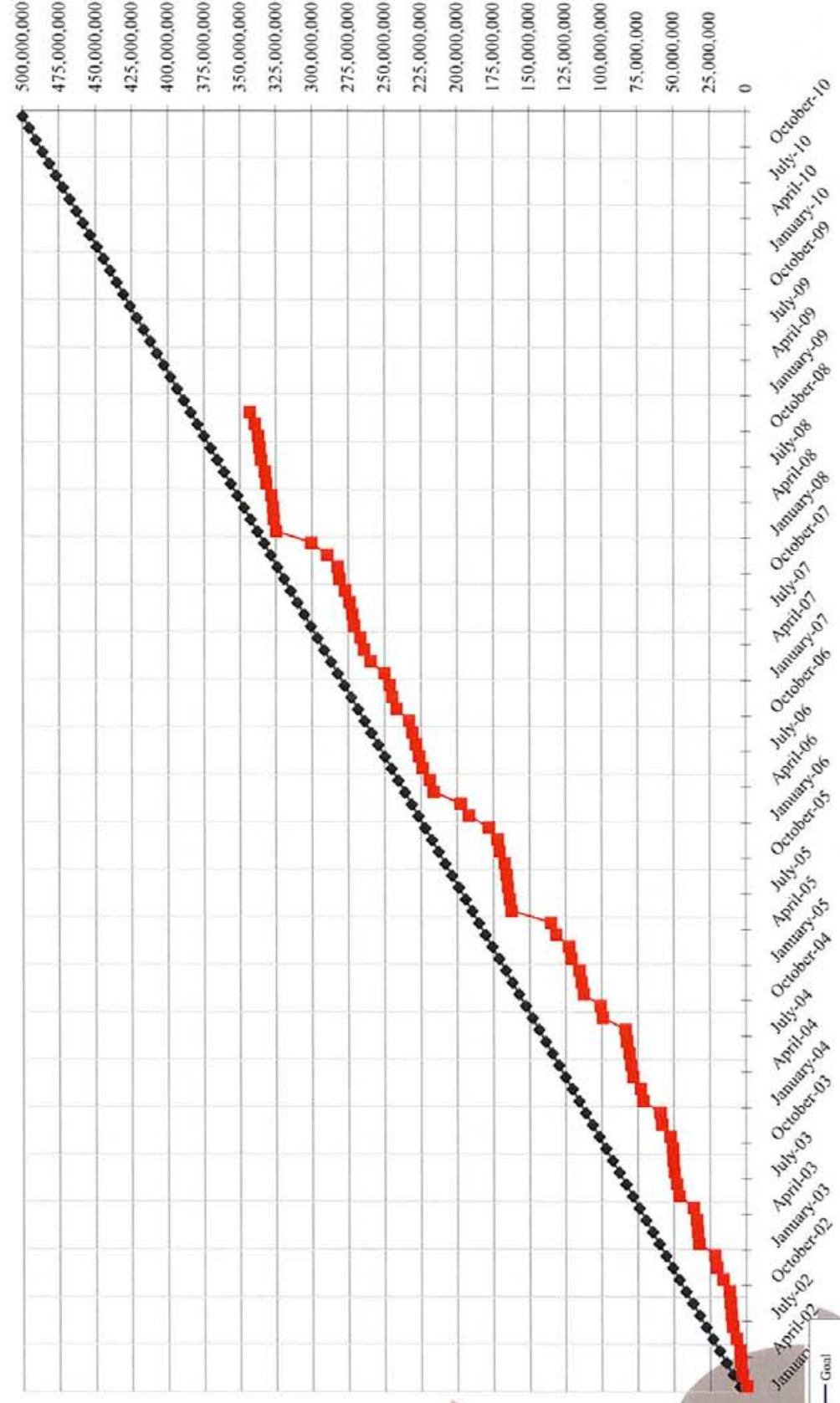
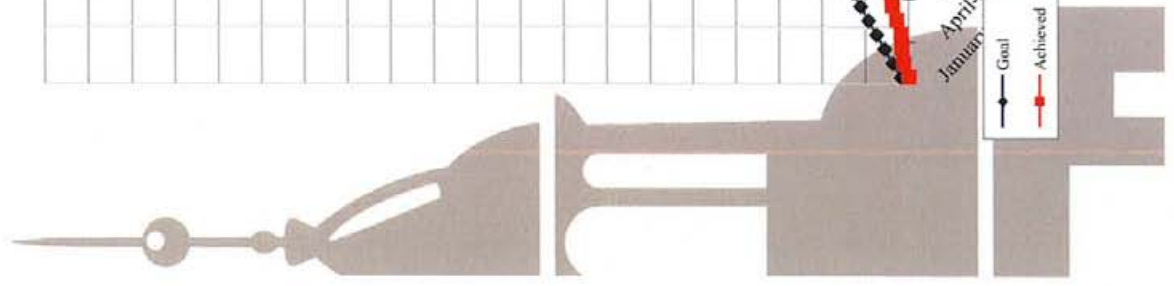
For Love and Honor



Capital	\$ 55,787,938
Endowment	\$ 216,950,895
Expendable	\$ 73,692,369
Total	\$ 346,431,202

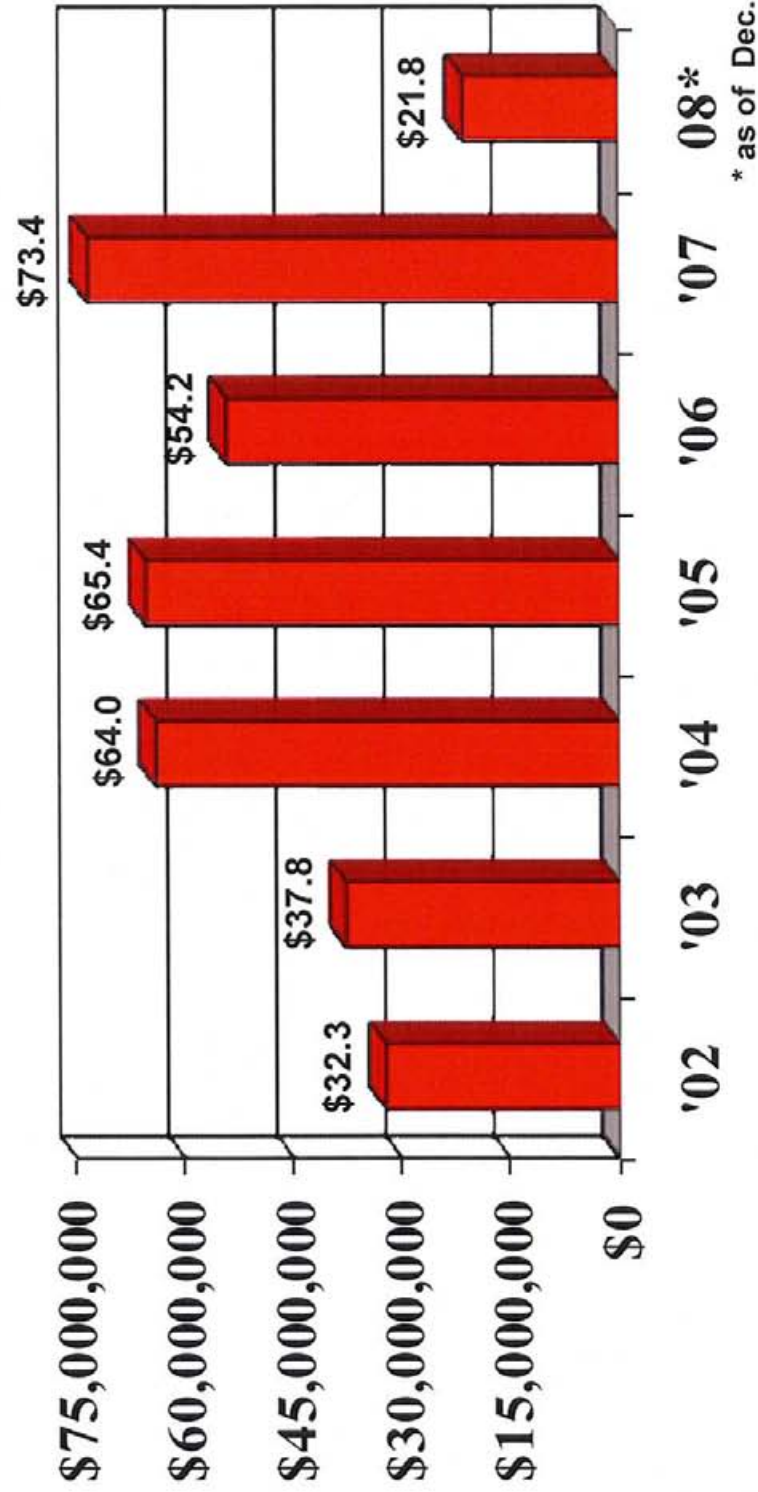
Campaign Monthly Goals

The Miami University Campaign For Love and Honor

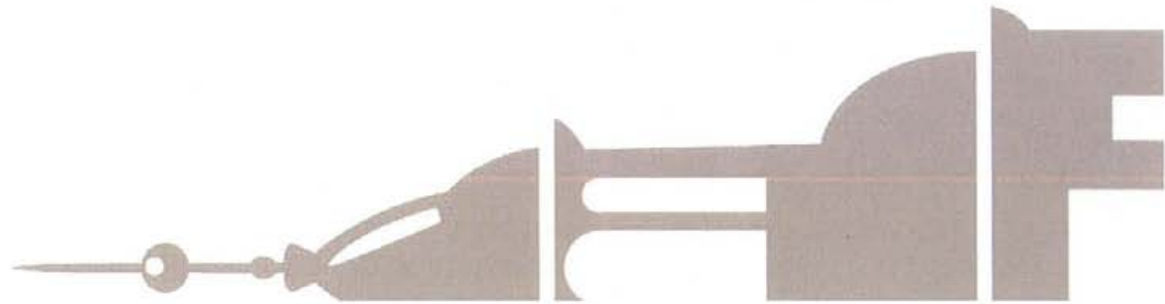


Total Campaign Commitments

The Miami University Campaign For Love and Honor

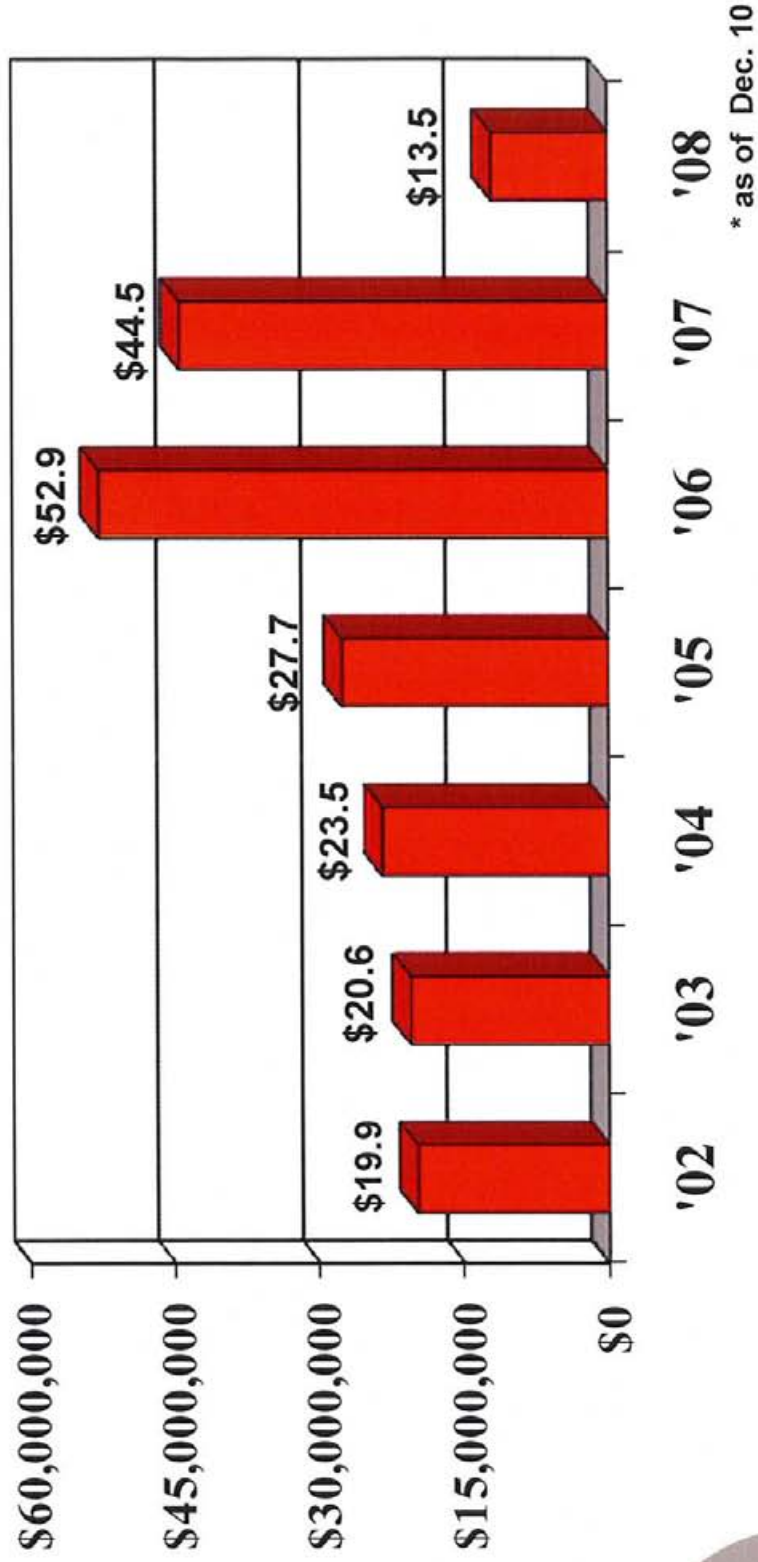


Jan 1 - Dec 31



Cash Received - Calendar Year

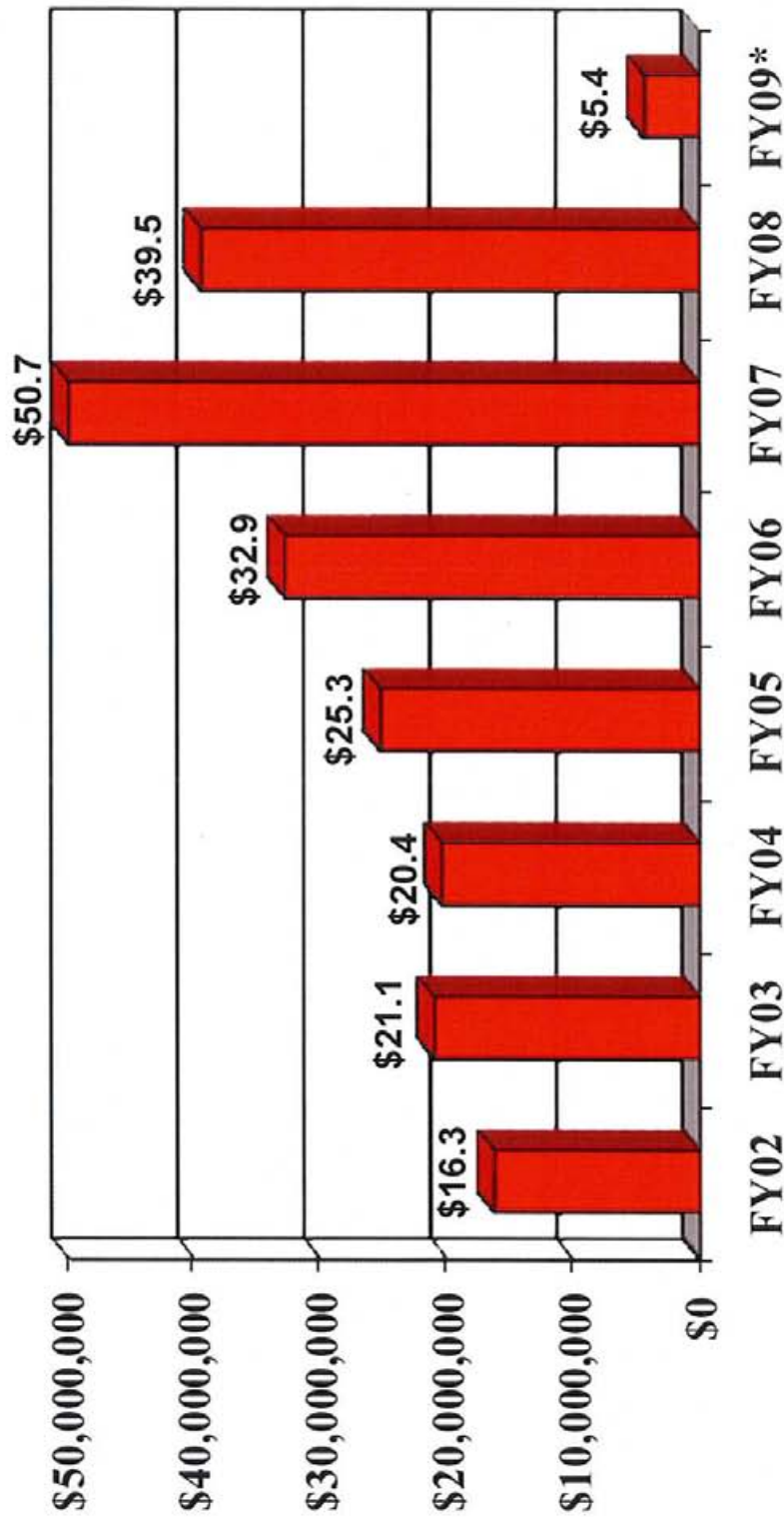
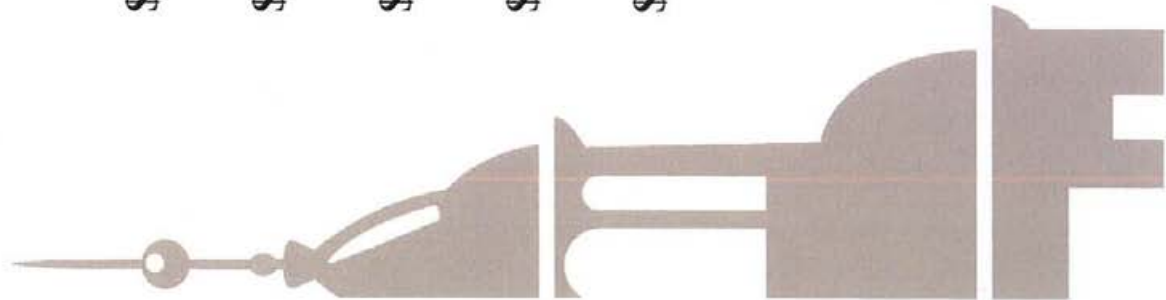
The Miami University Campaign For Love and Honor



Jan 1 - Dec 31

Cash Received – Fiscal Year

The Miami University Campaign For Love and Honor



* as of Dec. 10

July 1 – June 30

Board of Trustees Finance & Audit Committee Report

- Fiscal Year 2008 Financial Statements and Audit Report
 - Unqualified Opinion
 - No Significant Management Comments
 - Meeting with Representative of Deloitte & Touche
- Annual Plan of Internal Audit Activities



Board of Trustees Finance & Audit Committee Report

- Year-to-Date Budget Performance
 - Negative Investment Income Performance
 - Additional Analysis being Performed for Summer Workshops and Fee Waivers
 - Uncertainty Regarding Future Reductions in State Support

Board of Trustees Finance & Audit Committee Report

- Resolutions for Board Approval
 - Chancellor's Strategic Plan Reports
 - Reports are being submitted for the first time in accordance with new University System of Ohio requirements
 - Resolution to Approve Endowment Spending Formula



Board of Trustees Finance & Audit Committee Report

- Facility Resolutions for Board Approval
 - Pearson Hall Laboratories
 - Pearson Hall Roof and Exhaust Fan Replacement
 - Farmer School of Business Furniture and Equipment
 - Flower Hall HVAC

Institutional Accountability Report for University System of Ohio Strategic Plan
 Note: Report includes all campuses totaled

Due November 30, 2008
 E-mail to Paolo DeMaria
 School Name:
 Campus Contact Information:

pdemaria@regents.state.oh.us
Miami University
 Denise A. Krallman, Director, Inst. Research
 Phone: 513-529-7095
 E-mail: krallmda@muhio.edu

	University System of Ohio										
	Baseline Time Period	Baseline Level	2013-14 Target	2017-18 Target	2017-18 Target	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Total Degrees Awarded (Annual)	2006-2007	72,657	89,063	100,000	100,000	4,527	4,640	4,660	4,660	4,670	4,670
Associate	2006-2007	18,156	24,062	28,000	28,000	308	300	300	300	300	300
Bachelor's	2006-2007	37,816	46,326	52,000	52,000	3,757	3,820	3,840	3,840	3,850	3,850
Graduate & Professional	2006-2007	16,685	18,674	20,000	20,000	462	520	520	520	520	520
1. Total post-secondary enrollment (Fall)	Fall 2006	472,694	610,694	702,694	702,694	20,377	22,000	22,100	22,100	22,200	22,200
2. Total STEM degrees Awarded (Annual)	2006-2007	22,005	35,208	44,010	44,010	841	870	880	880	900	910
3. Total enrollees age 25 and older (Fall)	2006-2007	171,294	279,326	351,347	351,347	2,646	2,900	2,910	2,920	2,930	2,940
4. Total associate & bachelor's degrees awarded to first generation college students (Annual)	2006-2007	19,418	27,767	33,333	33,333	678	700	710	710	720	720
5. Percent of total degrees awarded to Black and Hispanic students (Annual)	2006-2007	8.63%	11.84%	13.98%	13.98%	4.93%	6.00%	6.25%	6.25%	6.50%	7.00%
6. Improvement in actual graduation rate over expected graduation rate (Universities only, Community College under development)	Fall 2000 Cohort, through Summer 2006	same	6%	10%	10%	0%	0%	0%	0%	0%	0%
7. Measuring the system's reputation: Number of first time enrollees in the top 20% SAT/ACT (at University Main Campuses) (Fall)	Fall 2007	13,866	18,026	20,799	20,799	2,176	2,200	2,210	2,210	2,220	2,220
8. Percent of facilities in satisfactory condition or needing only minor rehabilitation (Fall)	2006-2007	64.07%	67.63%	70.00%	70.00%	53.5%	58.3%	59.6%	59.6%	71.6%	71.6%
9. Total size of endowments and foundations per FTE (Annual)	FY06	10,573	\$16,917	\$21,146	\$21,146	\$ 16,203	\$ 19,817	\$ 24,351	\$ 24,351	\$ 27,729	\$ 30,580
10. Federally financed research spending (Annual)	2006-2007	\$640,168,000				\$ 7,874,000	\$ 8,000,000	\$ 8,100,000	\$ 8,200,000	\$ 8,300,000	\$ 8,400,000
Per capita - national rank		30	Top 20	Top 10	Top 10						
11. Average out of pocket cost	See Affordability Report										
12. Tuition and fees weighted average of bachelor's degree offered on a community college or university regional campus - national rank (Annual)		TBD	TBD	Top 10	Top 10	\$ 5,433	\$ 5,469	\$ 5,688	\$ 6,152	\$ 6,398	\$ 6,654
13. State funding per FTE - relationship to the national average (Annual)	Statewide Measure	(\$420) Million	(\$168) Million	avg	avg						
14. Percentage of first time enrollees below age 21 with equivalent of one semester or more of college credit earned during high school (Fall)	2006-2007	5.50%	14.20%	20%	20%	6.5%	7.0%	7.0%	7.5%	7.5%	7.5%
15. (Universities) Percentage of bachelor's degree recipients with at least one year of credit from a community college (Annual)	2006-2007	8.80%	18.50%	25%	25%	1.40%	1.50%	1.75%	1.75%	1.80%	1.8%
15. (Community Colleges) Transfer Metric currently under development with guidance from QAACC											
16. Industrially financed research spending (Annual)	2006-2007	\$125,359,000				\$ 585,000	\$ 600,000	\$ 610,000	\$ 610,000	\$ 620,000	\$ 620,000
Per capita - national rank		5	Top 3	1	1						
17. Globalization measure (Annual):											
Total international students	2006-2007	13,538	26,496	35,134	35,134	375	625	675	725	775	825
Total students studying abroad annually	2006-2007	6,328	12,379	16,413	16,413	1,422	1,625	1,650	1,675	1,700	1,725
18. Knowledge Transfer Measure- TBD		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
19. Business satisfaction- measured through survey		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
20. Number of students engaged in internships and co-ops (Fall) (unduplicated headcount)	Fall 2006 students with co-op/ internship sometime in 2006-2007	46,443	78,577	100,000	100,000	2,100	2,250	2,250	2,300	2,300	2,350

Technical Notes to the Accountability Report for Miami University

0. The projection of degrees awarded is based primarily on students that have already enrolled at Miami University. Only 2013-14 would not reflect currently enrolled students based on a six-year graduation rate. Miami anticipates a constant production of associate degrees with increases in bachelor degrees enhanced by the new BIS degree program offered at the regional campuses beginning in fall 2008 and a strategic goal of increasing our graduation rate to 85% in the next five years. Graduate degrees show a slight increase anticipated through the Professional MBA program that will be offered at VOALC beginning in fall 2009 along with efforts at the Oxford campus to enhance our strongest graduate degree programs.

1. Fall enrollment for all three campuses will show only small to moderate growth primarily due to programming at the VOALC and the regional campuses. Oxford campus anticipates a stable enrollment at the undergraduate and graduate level for the next five years.

2. STEMM degrees awarded will increase with specialized programming for retention in these programs and the increase in enrollments in our engineering degree programs.

3. Little or no growth is anticipated in graduate students from the baseline level but a slight growth at the undergraduate level from enrollment at the VOALC and our regional campuses.

5. Percentages are estimations based on an increase in minority enrollment coupled with improving retention and graduation rates for our minority students. In addition, this is a reflection of Miami University's strategic plan to increase our overall graduation rate which necessitates a corresponding growth in the rise of minority students receiving degrees.

6. Miami University's strategic plan is to increase the graduation rate at the Oxford campus to 85% by 2013-14. Therefore, as we move in this direction, our expected rate of graduation = actual rate of graduation.

7. Miami University expects to maintain the current quality of undergraduate enrolling at the Oxford campus.

12. Calculated as the average tuition & fees for a 4-year degree received at the regional campuses (2 years at the lower division rates and 2 years at the upper division rate) with an application of an annual increase of 4%.

14. Miami University expects students admitted to Oxford will continue to enter with AP credits (thresholds for acceptable scores are being reviewed) and PSEOP credits at a slight increase over the next five years.

15. Miami University has active articulation and transfer agreements with community colleges in our areas. The students choosing to transfer to the Oxford campus from a community college will show a slight increase over the next five years. An anticipated larger increase will be seen on our regional campuses (which are not included in this measure) primarily from the new BIS degree as well as other program changes.

17. Globalization of Miami University is part of our Strategic Plan. As a result we have already seen over a 50% increase in international student enrollment from fall 2006 to fall 2008. By 2013-14, it is anticipated that this will increase by almost 120%. The other measure of globalization, study abroad, is already a prominent part of the undergraduate experience at Miami (and increasingly for graduate students in some programs). It is expected that by 2013-14, at least 50% of our graduating seniors will have participated in a study abroad experience.

20. The number originally reported by the Regents of 495 was significantly understating the activities our students are participating in as part of their academic experience. After investigation, it is apparent that a large number of our courses that meet the regents' definitions are not being identified. The numbers entered here reflect the corrected numbers. In addition, academic programs are actively working to increase the participation of students in recognized internships, practicums and field experiences.

Institutional Affordability Report for University System of Ohio Strategic Plan
University Main Campuses

Due November 30, 2008

E-mail to Paolo DeMaria

pdemaria@regents.state.oh.us

School Name:

Miami University

Campus Contact Information:

Name:

Chuck Knepfle

Phone:

513-529-8555

E-mail:

knepfcl@muohio.edu

% Subsidy Change Assumption:

100%

100%

Expected Family Contribution	2007-2008 School Year (actual)	2008-2009 School Year (actual)	2009-2010 School Year (estimate)	2010-2011 School Year (estimate)
\$0				
# of Students	400	459	518	577
% of Students included in this survey	6%	7%	8%	8%
Average Gross Tuition and Fees	\$11,887	\$11,887	\$12,481	\$13,105
Average Grants	\$12,984	\$13,748	\$13,799	\$13,929
Average Net Tuition and Fees	(\$1,097)	(\$1,861)	(\$1,318)	(\$824)
\$1 - \$2,190				
# of Students	496	517	538	559
% of Students included in this survey	8%	8%	8%	8%
Average Gross Tuition and Fees	\$11,887	\$11,887	\$12,481	\$13,105
Average Grants	\$11,687	\$12,054	\$12,611	\$13,201
Average Net Tuition and Fees	\$200	(\$167)	(\$130)	(\$96)
\$2,191 - \$4,041				
# of Students	376	348	320	292
% of Students included in this survey	6%	5%	5%	4%
Average Gross Tuition and Fees	\$11,887	\$11,887	\$12,481	\$13,105
Average Grants	\$7,943	\$8,229	\$9,312	\$10,673
Average Net Tuition and Fees	\$3,944	\$3,658	\$3,169	\$2,432
\$4,042 - \$10,000				
# of Students	1051	1075	1099	1123
% of Students included in this survey	17%	17%	16%	16%
Average Gross Tuition and Fees	\$11,887	\$11,887	\$12,481	\$13,105
Average Grants	\$5,095	\$5,398	\$5,822	\$6,284
Average Net Tuition and Fees	\$6,792	\$6,489	\$6,659	\$6,821
\$10,001-\$20,000				
# of Students	1509	1459	1409	1359
% of Students included in survey	24%	23%	21%	19%
Average Gross Tuition and Fees	\$11,887	\$11,887	\$12,481	\$13,105
Average Grants	\$4,544	\$5,049	\$5,757	\$6,577
Average Net Tuition and Fees	\$7,343	\$6,838	\$6,724	\$6,528
\$20,001 and up				
# of Students	2386	2612	2838	3064
% of Students included in this survey	38%	40%	42%	44%
Average Gross Tuition and Fees	\$11,887	\$11,887	\$12,481	\$13,105
Average Grants	\$3,066	\$3,343	\$3,399	\$3,478
Average Net Tuition and Fees	\$8,821	\$8,544	\$9,082	\$9,627

All estimates are for full-time, full-year, Ohio resident, undergraduate students who fill out the FAFSA

% of total student body that is included in these estimates**	64%	67%		
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Note: This does not include costs other than tuition and mandatory fees, such as room and board, textbooks, degree/ program specific fees and parking fees.

** In-state only

Institutional Affordability Report for University System of Ohio Strategic Plan
University Regional Campuses

Due November 30, 2008

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% Subsidy Change Assumption:

100%

100%

Expected Family Contribution	2007-2008 School Year (actual)	2008-2009 School Year (actual)	2009-2010 School Year (estimate)	2010-2011 School Year (estimate)
\$0				
# of Students	524	679	757	796
% of Students included in this survey	25%	29%	30%	31%
Average Gross Tuition and Fees	\$4,555	\$4,586	\$4,815	\$5,056
Average Grants	\$6,924	\$7,282	\$7,409	\$7,536
Average Net Tuition and Fees	(\$2,369)	(\$2,696)	(\$2,594)	(\$2,480)
\$1 - \$2,190				
# of Students	266	308	329	340
% of Students included in this survey	13%	13%	13%	13%
Average Gross Tuition and Fees	\$4,555	\$4,586	\$4,815	\$5,056
Average Grants	\$5,107	\$5,152	\$5,182	\$5,212
Average Net Tuition and Fees	(\$552)	(\$566)	(\$367)	(\$156)
\$2,191 - \$4,041				
# of Students	197	216	226	231
% of Students included in this survey	10%	9%	9%	9%
Average Gross Tuition and Fees	\$4,555	\$4,586	\$4,815	\$5,056
Average Grants	\$2,522	\$2,457	\$2,457	\$2,457
Average Net Tuition and Fees	\$2,033	\$2,129	\$2,358	\$2,599
\$4,042 - \$10,000				
# of Students	465	446	437	433
% of Students included in this survey	23%	19%	17%	17%
Average Gross Tuition and Fees	\$4,555	\$4,586	\$4,815	\$5,056
Average Grants	\$299	\$311	\$311	\$311
Average Net Tuition and Fees	\$4,256	\$4,275	\$4,504	\$4,745
\$10,001 - \$20,000				
# of Students	355	401	424	436
% of Students included in survey	17%	17%	17%	17%
Average Gross Tuition and Fees	\$4,555	\$4,586	\$4,815	\$5,056
Average Grants	\$115	\$213	\$213	\$213
Average Net Tuition and Fees	\$4,440	\$4,373	\$4,602	\$4,843
\$20,001 and up				
# of Students	251	316	349	366
% of Students included in this survey	12%	13%	14%	14%
Average Gross Tuition and Fees	\$4,555	\$4,586	\$4,815	\$5,056
Average Grants	\$109	\$135	\$135	\$135
Average Net Tuition and Fees	\$4,446	\$4,451	\$4,680	\$4,921

All estimates are for full-time, full-year, Ohio resident, undergraduate students who fill out the FAFSA

% of total student body that is included in these estimates**	71%	74%		
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Note: This does not include costs other than tuition and mandatory fees, such as room and board, textbooks, degree/ program specific fees and parking fees.

** In-state only