

Academic and Student Affairs Committee
Marcum Conference Center, Room 180's
2:00 p.m. Thursday, February 27, 2025

5 min - Welcome, Ryan Burgess, Chair

[Approval of Minutes](#)

30 min - University Communications and Marketing (UCM) Update

VP Jessica Rivinius, UCM Update - 10 min

[Graduate Program Marketing Update](#) – 20 min

45 min - Academic Affairs (AA) Update

[Provost Mullenix Update](#), and Promotion and Tenure Discussion – 20 min

Resolutions: [Promotion and Tenure](#)

[University Libraries Update](#) – University Librarian and Dean Jerome Conley - 25 min

10 min - Break

35 min - Student Life (SL) Update

SVP Jayne Brownell Update - 10 min

[Student Counseling Service](#) – Director Student Counseling Service John Ward - 25 min

20 Min - Enrollment Management and Student Success (EMSS) Update

VP Rachel Beech, EMSS Update – 10 min

[Enrollment Update](#) – 10 min

20 Min - [Acceptance Rate Update](#)

VP Jessica Rivinius and VP Rachel Beech

15 min - Executive Session: Matters required to be kept confidential, trade secrets

Adjourn

Written reports

- UCM – [UCM Newsletter](#)
- AA - [Senate Update](#)
- AA – [Study Abroad/Away](#)
- SL – [Student Life Newsletter](#)
- SL – [Residence Life, Living Learning Communities](#)
- SL – [Occupancy Update](#)
- EMSS – [EMSS Newsletter](#)
- EMSS - [Financial Aid and Student Debt](#)

**BOARD OF TRUSTEES
MIAMI UNIVERSITY
Minutes of the Academic and Student Affairs Committee Meeting
Oxford Campus, Marcum Conference Center Rm 180's
Thursday, December 12, 2024**

Committee Chair Ryan Burgess called the meeting to order at 12:15 p.m., with sufficient members present to constitute a quorum. The meeting was held in the Marcum Conference Center on the Oxford campus. Roll was called; attending with Chair Burgess were committee members; Trustees Bill Ebbing, Debbie Feldman, Zachary Haines, Beth McNellie, and Mary Schell; Trustee Lisa Peterson arrived at 12:45 p.m., and Student Trustees Nick McNeil and Peyton Morrow. Also attending were Trustees Steve Anderson and Rod Robinson; and National Trustee Rick McVey and Mark Sullivan, and National Trustee nominee Rick McVey. Committee member, National Trustee Jeff Pegues was absent.

In addition to the Trustees, attending for all or part of the meeting were Provost Liz Mullenix; Senior Vice President Jayne Brownell; Vice Presidents Rachel Beech, Ande Durojaiye, Sue McDowell, Jessica Rivinius, David Seidl, Amy Shoemaker, and Randi Thomas; along with the Director of executive Communications Ashlea Jones, Dean of the Graduate School Mike Crowder, Associate Vice President for Institutional Research Padma Patil, Special Assistant to the President Brent Shock, and Ted Pickerill, Chief of Staff and Secretary to the Board of Trustees. Also present to present to the Committee were; College of Arts and Science Dean Renee Baernstein; and the College of Education, Health and Society Dean Amity Noltmeyer; along with many others in attendance to assist or observe.

Public Business Session

Welcome and Approval of the Prior Meeting's Minutes

Trustee Burgess welcomed everyone to the meeting and introduced Trustee Bill Ebbing who was attending his first set of Board of Trustee meetings.

Approval of the Prior Minutes

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

Student Life

Senior Vice President's Update

Senior Vice President Jayne Brownell relayed the following:

Happy December! We've had an excellent fall semester in Student Life. You'll know from my past remarks that each cohort of students since 2020 has been unique. The point they

were in high school and college when Covid restrictions took place impacted them both academically and in their personal development. This year's entering class, which was in 8th and 9th grade during 2020, feels the most like our pre-Covid classes to date in terms of engagement, but there are still things that reflect a new generation of students with different needs. In preparation for my report today, I asked each of the directors across Student Life to tell me their reflections on the students they served in their offices this fall. What they shared are general observations, and while each individual student is unique and may or may not fit these generalizations, there are three themes overall that I want to share with you.

The first is engagement. Students this year, particularly younger students, felt more engaged with campus life and more collaborative than we've seen in recent years. They are craving a sense of community, and looking for their out of class experience to include a healthy dose of both purpose and fun. However, they don't necessarily have the execution skills needed to build those community events and need more guidance from our staff than in the past. In addition, while Miami is known for building leaders and we are leaning into that goal, we are hearing some hesitancy from students about embracing a leadership role. Students are much more vocal about wanting to prioritize self-care to manage stress, and they are concerned about having balance and setting boundaries, which they are not sure is compatible with leadership. This is a new phenomenon for us. It is usually our staff making sure that students don't overload, are balancing their involvement with their academics, and taking care of themselves. Now we have students who are thinking about that proactively as they make choices about where and when to step into leadership roles. They are also less comfortable with the challenges that often come with leadership, such as managing conflict, or giving or receiving feedback. We know that these students are capable of so much, so we are working on skill building and the building of confidence and resilience with our students, helping them work past the fears that may keep them from taking a chance on stepping up into more responsibility and leadership.

A second theme that emerged this semester was a need to reinvigorate our education and communication about high-risk consumption of alcohol and other drugs. We saw a significant dip in alcohol violations over the last few years, and national and local data tell us that high school students drink less than in the past, and those trends continue into college. However, we are starting to see alcohol use climbing again, as reflected in increased hospital transports and Good Samaritan calls. Our staff also reports hearing more student chatter about alcohol in our offices than in recent years. However, as one person put it, there is less interest in the "wild party atmosphere" of the past. Although we need to keep an eye on trends, while alcohol use might be increasing, student activities aren't generally centered around alcohol, but are rather a supplement to the primary activity.

The final trend to talk about relates to student mental health, which is a recurring theme in my remarks. After seeing our utilization numbers in the Student Counseling Service (SCS) increase every year for 10 years, the 2023/2024 number showed a decrease in appointment utilization for the first time, which we thought might reflect a stabilization in demand. However, we've seen those numbers rebounding again this year, with our appointment count for October higher than any October since we started tracking in 2013 - followed by another record for November. In fact, looking at August to November of this year compared to last year, we are up

37% in the number of individual counseling appointments. We will watch this trend closely in the spring.

As I mentioned earlier, we are hearing from all of our offices, not just SCS, that students are looking for and wanting a sense of community, often seeking out dedicated spaces to help them connect in addition to looking to student organizations to find that sense of connection. They are also much more open about talking about their personal challenges with staff than in the past. This makes it all the more important that we focus on one-on-one support, but also those larger community-oriented experiences to help students find a sense of connection and belonging, which has a direct impact on retention and persistence.

Overall, there was much this fall to be excited and hopeful about with our student body, and we will continue to adapt our work to meet their interests and needs.

Academic Affairs

Provost's Update

Provost Mullenix outlined the process for streamlining the curriculum. She explained the difference between majors (minimum of 30 credit hours and a required core curriculum), co-majors (minimum of 27 credit hours and a primary major), and minors (minimum of 15 credit hours, with at least nine being unique). She also reviewed the elimination of low enrolled majors, the deletion of low enrolled courses, and the reduction in low enrolled sections.

Low Enrolled Courses Update

College of Arts and Science Dean Renee Baernstein; Vice President and Regional Campus Dean Ande Durojaiye, and the College of Education, Health and Society Dean Amity Noltmeyer Updated the Committee on efforts to eliminate low enrolled courses and to reduce the number of low enrolled sections.

Dean Baernstein stated that 15 CAS majors are being deleted or consolidated by spring 2025, and that 6 graduate programs have been defunded, some deleted. Efforts to reduce low enrolled courses include:

- Consolidation of duplicate sections
- Reduction of elective offerings within majors
- Better estimation of demand using previous years' enrollments and current enrollment
- Revision of major requirements to be less specialized (longer term)

Vice President Durojaiye stated that three programs will be sunset by Spring 2025 and two others are being revised to meet enrollment targets. Strategies to address low enrolled courses include:

- Cancel section and reassign faculty member; reduce per credit hour instructors
- Consolidate sections

- Increase remaining section caps to account for lost seats in cancelled sections
- Push low-enrolled sections to later term to allow time to increase enrollment
- Move online (if face-to-face)

Dean Noltemeyer relayed that strategies for addressing low enrolled courses and programs include:

- Implementing a timeline for addressing low-enrollment courses, with limited exceptions granted for essential graduation requirements through Dean approval
- Patterns of repeated under-enrollment trigger a review leading to refined offerings, streamlined electives, or course elimination to maintain efficiency
- Proactively monitoring under-enrolled majors and graduate programs with weekly admissions data reviews, targeted outreach, and program adjustments

Dean Noltemeyer also updated the Committee on the progress of the Science of Reading. Efforts have included the revision and restructuring of 18 courses, communicating efforts across the campus, weekly leadership planning meetings, a visit from the audit team and submission of materials to the auditors. Next steps include a site visit from the auditors, student surveys, and delivery of the statewide report.

Resolutions

Provost Mullenix then presented a Bachelor of Science in Quantum Computing, one of the first of its kind in the nation. Following a motion by Trustee Schell and a second by Trustee Peterson, the resolution was unanimously recommended for approval by the full Board, with all voting in favor and none opposed.

Next, she presented the annual remediation report to the State. Following a motion by Trustee McNellie and a second by Trustee Ebbing, the resolution was unanimously recommended for approval by the full Board, with all voting in favor and none opposed.

Office of Research and Innovation

Vice President Sue McDowell and Associate Vice President Rick Page updated the Committee on external awards and research efforts. They reported that open awards currently total \$157M, and that the annual trend in external award dollars has grown from \$15.6M in FY2017 to \$51M in FY2024. Over the same period research expenditures have grown from \$17M to nearly \$29M. During this time the portion of awards to staff has grown from 39% to 58% while the portion received by faculty has correspondingly been reduced from 61% to 42%.

Some of the strategies and efforts to continue to grow awards and research include the Cornerstone Program which provides matching funds, assisting grant writers through consultants, RAPID awards which fund preliminary data. A model program for award success is the Scripps Gerontology Center which is 80% funded through awards, receiving approximately 10% of all awards to Miami University.

Enrollment Management and Student Success

Vice President Beech provided a Fall 2025 Admission preview, stating applications overall exceed 36,500 total and are up 13.2% year over year. The profile of applicants remains strong with an average GPA of 3.81. Applications from first generation students also increased and now exceed 25% of all applications.

She also spoke of student success and retention efforts. Informing the Committee of the ElevateFirst program which supports incoming students whose high school GPA is below a 3.0 with support, such as; regular check-ins, mentoring, evaluations of progress, and partnerships with academic advisors, the Rinella Learning Center and other services. GradU8 Scholars is a program to support Ohio resident students identified as high need through the FAFSA. The program offers a first semester course on success at Miami, a learning partner/peer mentor, book scholarships when GPA goals are met, and connections with Miami faculty and staff through workshops.

Vice President Beech also provided an update on Career Fairs which are visited by nearly 500 unique organizations and nearly 6,000 student participants each year. Universities similar to Miami average 194 unique organizations. Finally, she concluded with a short update on Workday student, stating that implementation is on track.

University Communications and Marketing (UCM)

Vice President Jessica Rivinius updated the Committee on; strengthening marketing, enhancing messaging, amplifying our (good) stories, and launching new programs and products.

FY2024 strategies to strengthen marketing include continuous, year-round marketing and advertising, broader geographic reach and engagement, deeper in-state reach and engagement, content creation and sustainment, and improvements to the web and digital experience. Marketing plans for FY2025 include:

- Sustain previous strategies and investment but reevaluate priority markets
- Reallocate spending across tactics to optimize performance in alignment with enrollment goals
- Analyze audience segmentation data to identify lookalike markets
- Personalize messaging and engagement
- Explore AI technologies

One highly-visible marketing initiative new this year is branding the Cincinnati airport (CVG). Efforts include:

- Giant “M” with 6’X11’ illuminated sign
- Animated screens above baggage carousels
- Banner in front of exit escalator
- Animated “flight info” Ad at main escalators
- 3-pack sign at food court

- One of largest illuminated signs at the Security Exit.

Views at CVG are estimated at 40M.

FY2025 Enhanced messaging will:

- Emphasize ROI, outcomes, and leadership
- Continue and expand audience segmentation
- Personalize messaging and engagement

She reported that Miami's good stories are being amplified with media placements, growing from 900 in FY2021 to over 5,500 in FY2024, with national placements nearly doubling during that period to over 1,000. In social media follower growth is up 19.3% year-over-year.

New products launched include Miami Online, Apparel with a Re-Purpose, the Swine City Collaboration (Redhawk Razz and 1809 Pilsner), and the big "M" on campus.

Acceptance Rate Update

Vice Presidents Beech and Rivinius presented on acceptance rate. They outlined key marketing tactics by year from FY2021 to FY2026, with total applications growing from 28,400 for the Fall 2020 cohort to 39,500 for Fall 2024. EMSS and UCM strategies to increase applications include:

- Reach prospective students earlier
- Build trust with students' parents/families
- Invest in omnichannel marketing in key markets
- Personalize content and provide useful information
- Assess campaigns and measure results to optimize performance
- Build personal relationships with students and families

They then provided a historical look at admission rate since 1980 showing that it has averaged in the mid 70's. They also showed comparisons to Ohio State University, Indiana University, Ohio University, and the University of Cincinnati. With the exception of Ohio State University, the admission rates for this group were all near 85% following the COVID 19 pandemic.

Executive Session

Following a motion by Trustee Haines, a second by Trustee McNellie, by roll call vote with four voting in favor and none opposed, the Committee went into executive session to consult with counsel, and to consider matters required to be kept confidential, trade secrets.

Adjourn

With no other business to come before the Committee, following a motion by Trustee McNellie, and a second by Trustee Haines, by voice vote the Committee unanimously voted to adjourn, with all voting in favor and none opposed.

Written Updates

- SL – Student Life Newsletter
- SL - Title IX - Sexual and Interpersonal Violence Prevention and Response
- SL - Orientation and New School Year Activities
- SL - Student Counseling Service
- AA - Senate Update
- AA - Remediation Report to the State
- AA - Accreditation Update
- UCM – UCM Newsletter
- EMSS – EMSS Newsletter



Theodore O. Pickerill II
Secretary to the Board of Trustees



UCM Update

Focus on Graduate Marketing

February 2025

Introduction | Topics



UCM Highlights

- Recent New Projects
- Sneak Peek (end of slide deck)



Graduate Marketing

- History and Context
- Marketing Mix and Campaigns
- Analysis and ROI

Recent New Projects





Undergraduate: Search Mailer



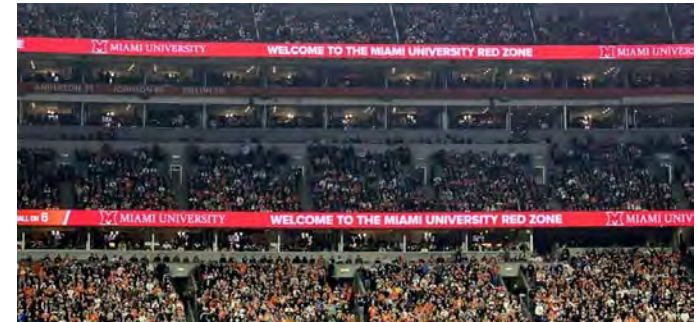
Undergrad: Yield Surprise and Delight Marketing

- Nearly **90K organic impressions** served via social media
- **16.1K tap backs** from the Instagram stories of the five (of six) recipients who shared their unboxing on Instagram stories





Paycor In-Stadium Signage





Paycor Stadium Sign



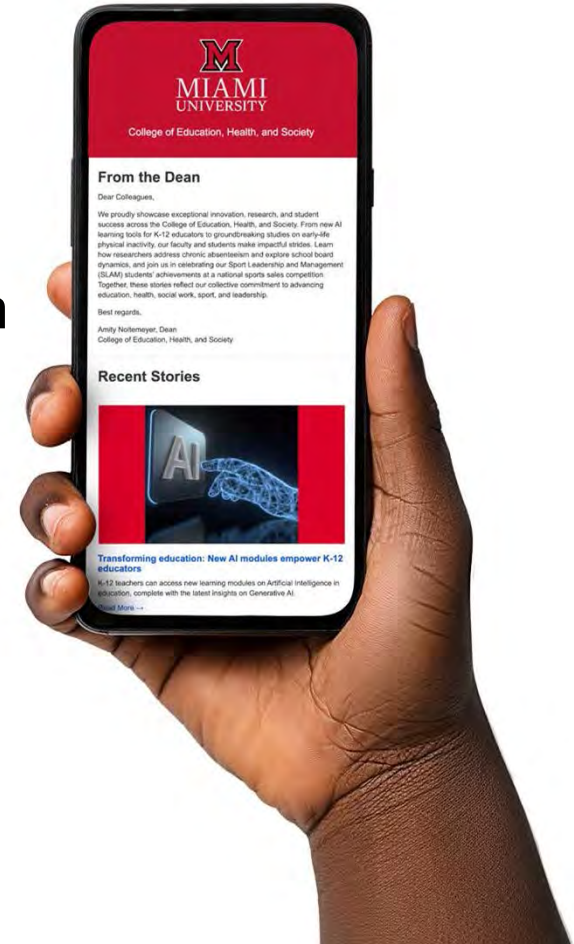
MIAMI UNIVERSITY

No. 1 IN OHIO
FOR ROI



Divisional eNewsletters

- Peer influence campaign (quarterly)
- Engages more than 1,500 vice presidents, deans, and senior faculty around the nation
 - Academic divisions
 - Research offices
 - Graduate schools
- Collection of stories highlighting the division's awards, research, and thought leadership



Graduate Marketing



Graduate Recruitment and Marketing Background

2020

Graduate admission transitions to EMSS. Launched the graduate Slate CRM.

2021

Miami Online begins marketing grad. Tableau reporting launched. Admission team launched, then transitioned to EducationDynamics.

2022

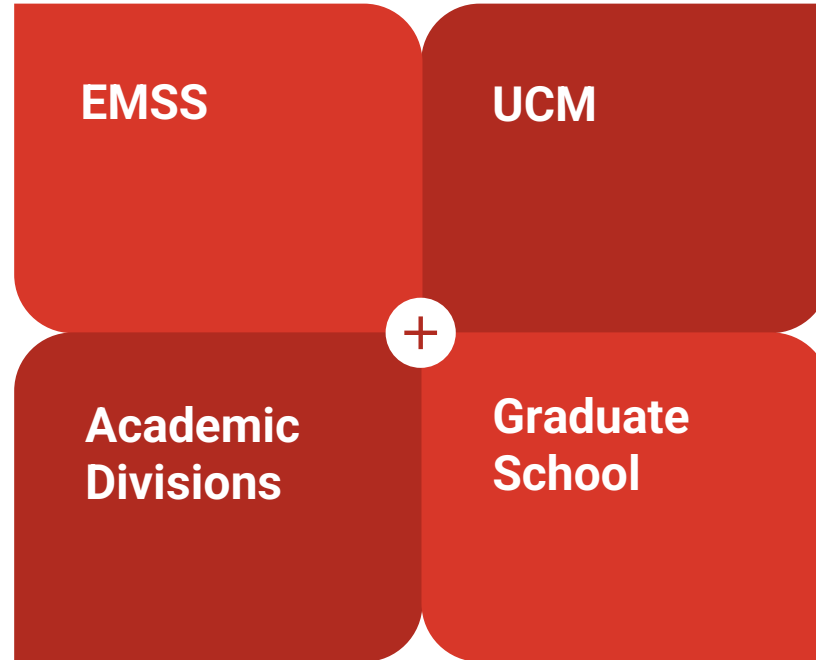
Grad marketing transitions to UCM. Lead nurturing begins for all targeted programs. Enhanced events in Slate with data tracking.

2023

Grad marketing team fully staffed. Email drip campaigns begin. Graduate School Dean hosts regular updates, admission meetings, and coordinates goal-setting.



Graduate Recruitment and Marketing Today





Final Graduate Enrollment Trends

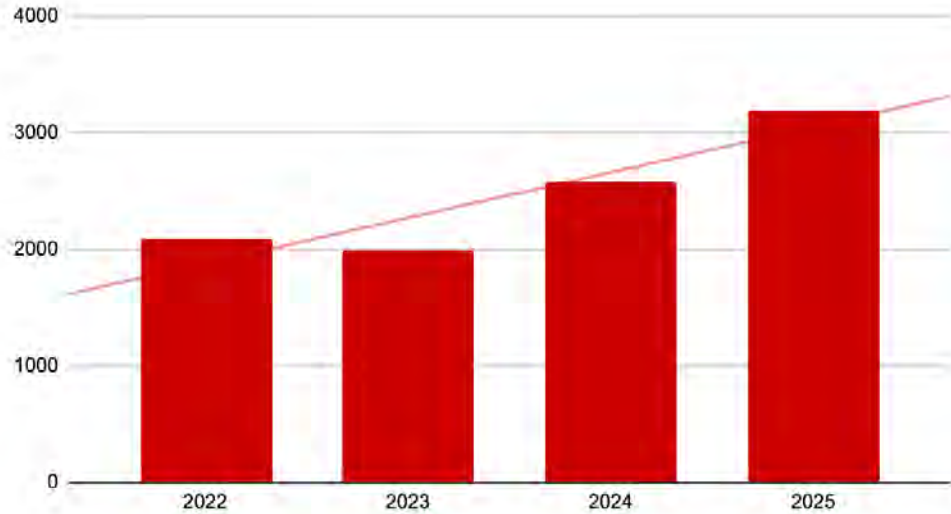
AY 2023-2024

	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Submitted Applications	2,295	2,711	2,669	3,524
Completed Applications	2,251	2,608	2,570	3,336
Admits	1,158	1,304	1,364	1,579
Admit Rate	51.4%	50.0%	53.1%	47.3%
Confirms	652	743	752	649
Confirmed as of Census	652	757	761	876
Enrolled at Census - GR	484	483	447	468
Enrolled at Census - UG	98	161	147	164
Confirmed But Not Enrolled at Census	70	113	167	244

Applications increased about 30% over 2024 and about 50% since 2021.



YOY Graduate Enrollment Trends



Apps increased:

- **23.5%** over 2024
- **52.7%** over 2022

Confirms up over 2023, down over 2024 as expected given new deposit requirement.

	2022	2023	2024	2025
Applications	2090	1994	2585	3193
Confirms	207	258	310	269

Marketing and Communication

- **Digital marketing**
 - Build awareness
 - Generate leads
 - Increase applications
 - 20+ prioritized grad programs
- **Alumni and undergraduate outreach**
 - Email campaigns
 - Guaranteed admission to combined programs - UG yield
- **Lead nurturing — program-specific**
 - Email - recruitment and yield
 - Events - in-person and virtual
 - Divisional/departmental communication requests

Current Graduate Marketing Resources

- Three-person UCM grad team
- External agencies — domestic and international
- Prioritize marketing spend on revenue generation
- Supporting Marketing Campaigns:
 - Brand
 - Overall Grad
 - Localized (Miami Students)
 - Program Specific

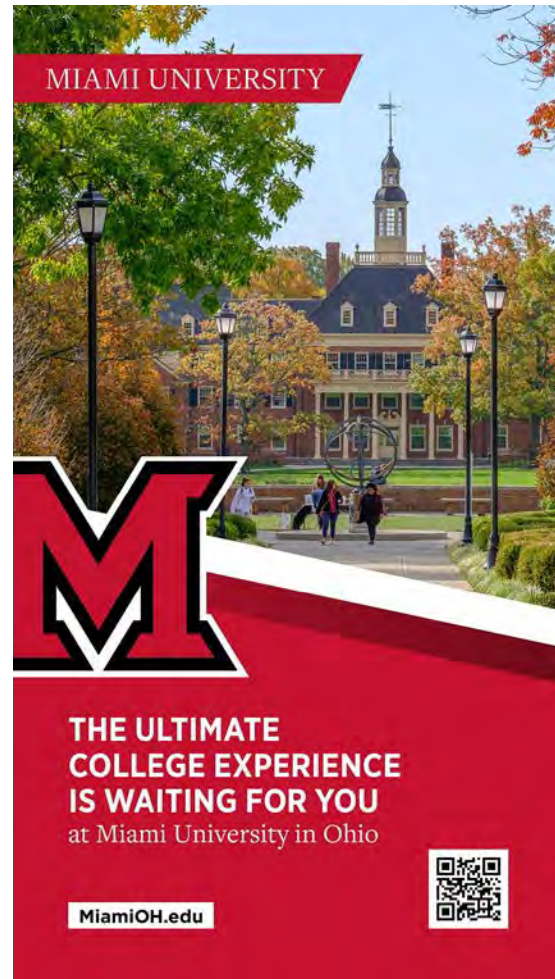
Campaign Overview





Brand Campaign

- Digital marketing:
 - 2021: 20 cities (11 states)
 - 2023/24: 36 cities (19 states)
 - 2025: 39 cities (20 states)
- Traditional/out of home:
 - 2022: 5 cities (3 states)
 - 2023/24: 13 cities (6 states)
 - 2025: 15 cities (8 states)
- Increased advertising dollars and number of buys in Ohio to increase market share in state



MIAMI UNIVERSITY

No. 1 IN OHIO

FOR ROI



**THE ULTIMATE
COLLEGE
EXPERIENCE**

is in Oxford, Ohio

MiamiOH.edu/AtMiamiYouWill



Top 10 college
for producing

**FORTUNE
500 CEOs**

MONEY **26/231**



Brian Niccol '96
Chairman and CEO of Starbucks Coffee Company

Overall Graduate Online

27/231

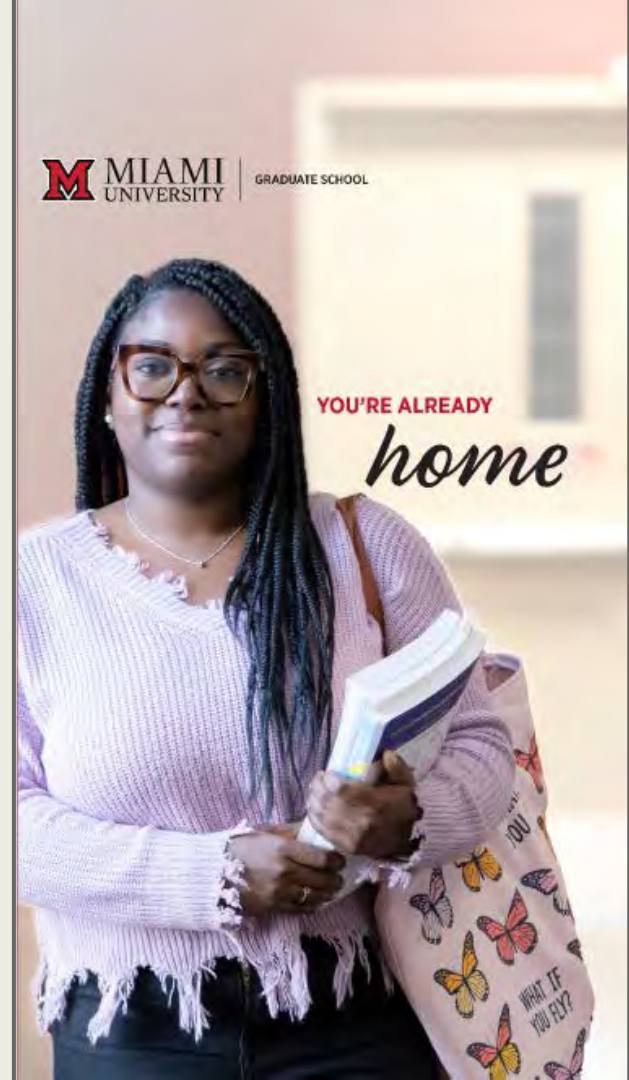
ONLINE *learning*
endless POSSIBILITIES

FROM MIAMI UNIVERSITY
GRADUATE SCHOOL

APPLY NOW >>

Localized

(Miami undergrads)



Program Specific



M MIAMI UNIVERSITY | FARMER SCHOOL OF BUSINESS

POWERFUL
outcomes

Master of
Business
Administration

APPLY NOW >>


The advertisement features a portrait of a woman with blonde hair on the left side. The background is dark with a red border on the top-left and bottom-right corners. The text is white and yellow, with the word 'outcomes' in a yellow script font.

Miami Online



Earn the **DEGREE** you want
with the **FLEXIBILITY** you need

[LEARN MORE >](#)



Miami Online is designed
with you in mind.

[LEARN MORE >](#)



Earn the **DEGREE** you want
with the **FLEXIBILITY** you need

[LEARN MORE >](#)



STUDY
what you want
Enjoy the
FLEXIBILITY
you need

[LEARN MORE >](#)




Miami Online
is designed with
you in mind.

[LEARN MORE >](#)



Boost your resume. Build your skills.
Become a go-getter

[LEARN MORE >](#)



Boost your resume
Build your skills
Become a go-getter

[LEARN MORE >](#)

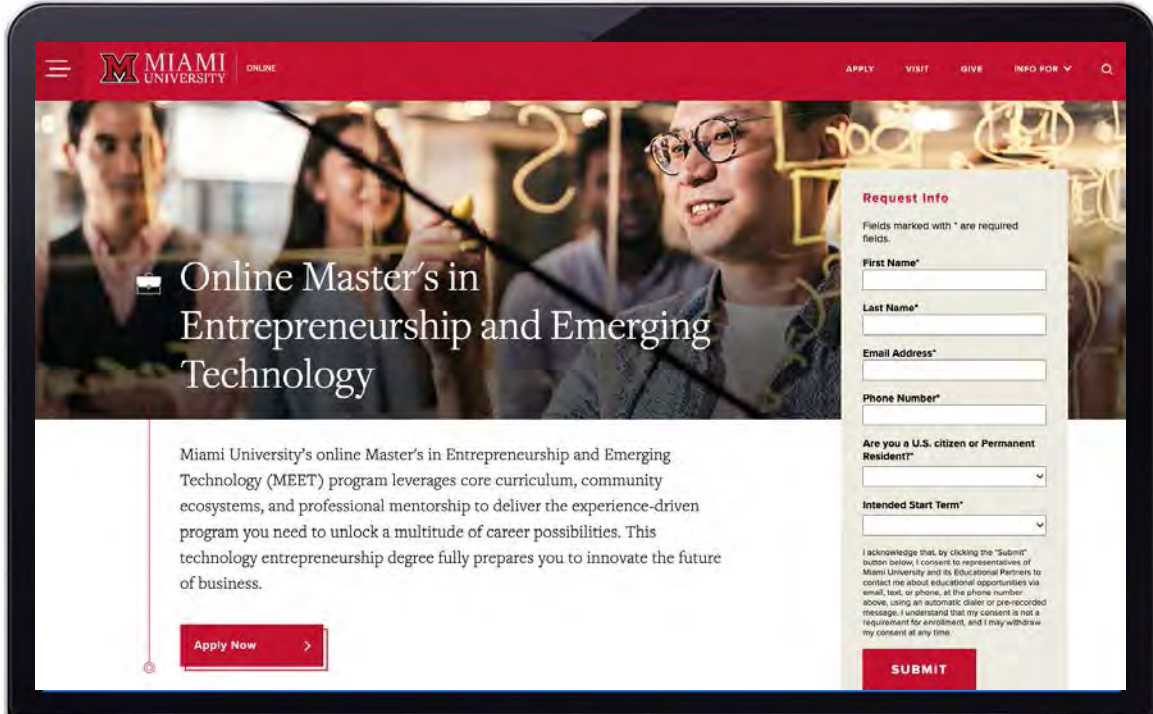
MIAMI UNIVERSITY

Target Demographic: **Ages 20-25**

Target Demographic: **Ages 25-45**



Campaign Landing Pages



- Ads point to landing pages
- Embedded RFI
- RFI submission = program attribution in Slate (CRM)

Other Graduate Communication

- Miami Online website
- Recruitment one-sheeter
- Recruitment/yield emails
- Facilitate divisional email requests
- SEO for landing pages

MIAMI UNIVERSITY GRADUATE SCHOOL

EDUCATIONAL LEADERSHIP, Ed.D.
 The Doctorate of Education (Ed.D.) in Educational Leadership from Miami University is designed for practitioners and leaders in P-12 and higher education who seek to increase their knowledge of school leadership, policy, and practice while attaining a degree commensurate with their high level of scholarship and intellectual ability.

BUILDING LEADERSHIP CAPACITY
 Students include P-12 teachers and administrators, school psychologists, counselors, academic advisors, college instructors, school superintendents, community leaders, and parents. The Doctorate of Education program is student-centered, and our faculty provide students with individual attention and support.

FLEXIBLE CAREERS
 Graduates of Miami's Ed.D. in Educational Leadership program pursue leadership roles at all levels of education, from early childhood to high school to higher education. Our alumni hold influential positions as teachers, administrators, superintendents, and directors. A doctorate increases your opportunities for career advancement, a higher salary, and leadership responsibilities.

COHORT-BASED MODEL
 The Ed.D. in Educational Leadership follows a cohort model, fostering relationships, networking, and support. Over three years of part-time study (60 credit hours), students progress through a structured course sequence, building a community of scholar-practitioners. Faculty and peers collaborate to sustain meaningful discussions, enriching learning and fostering mutual respect.

HYFLEX
 On-campus and hybrid course options available

\$995
 per credit hour
 \$59,700 investment

APRIL 1
 Summer term application deadline

3 YEARS
 Part-time completion

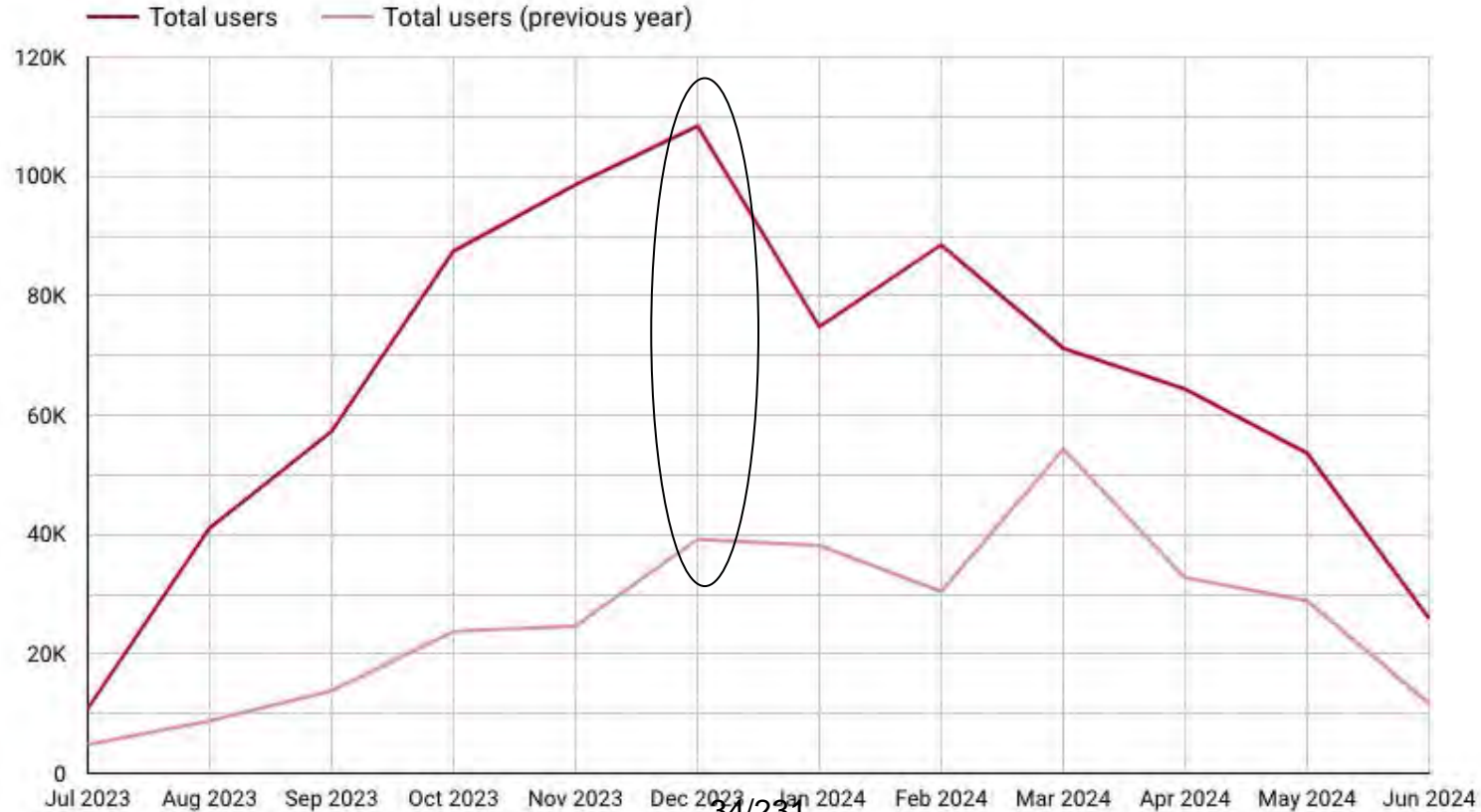
More information at MiamiOH.edu/EdD

Marketing Analysis





Web Visitor Traffic from Email*

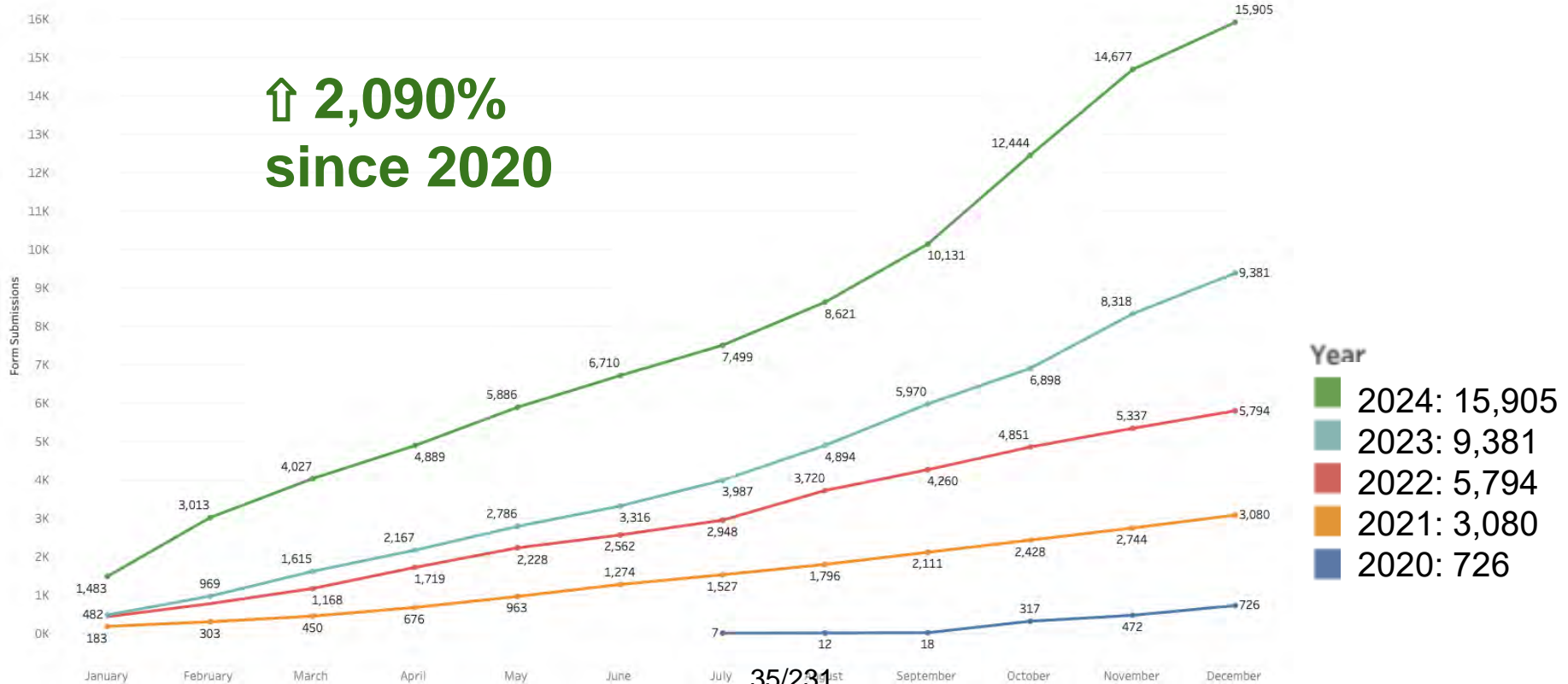


*Undergrad search email campaigns excluded.



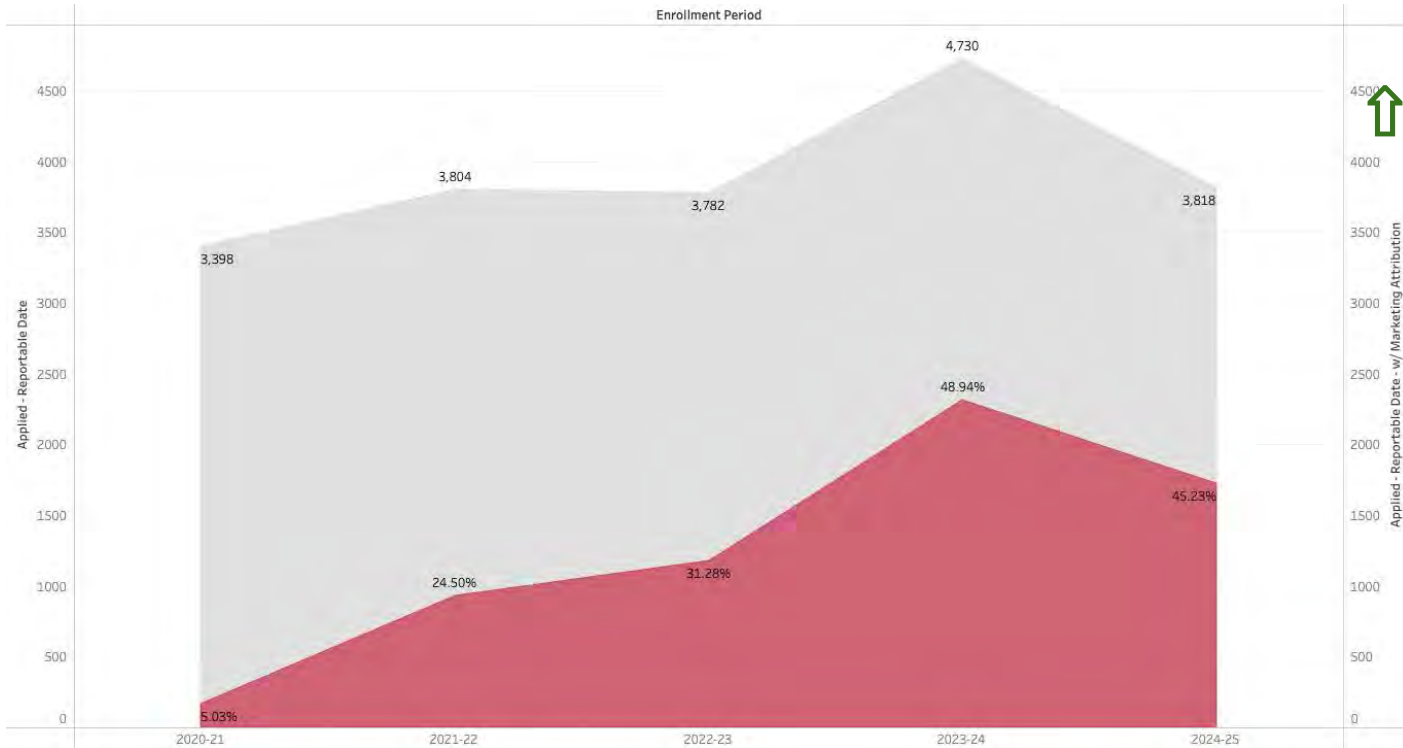
Website Inquiries (Grad RFI Forms)

↑ 2,090%
since 2020





Digital Marketing Attribution in Applications*



↑ 95.69% YOY

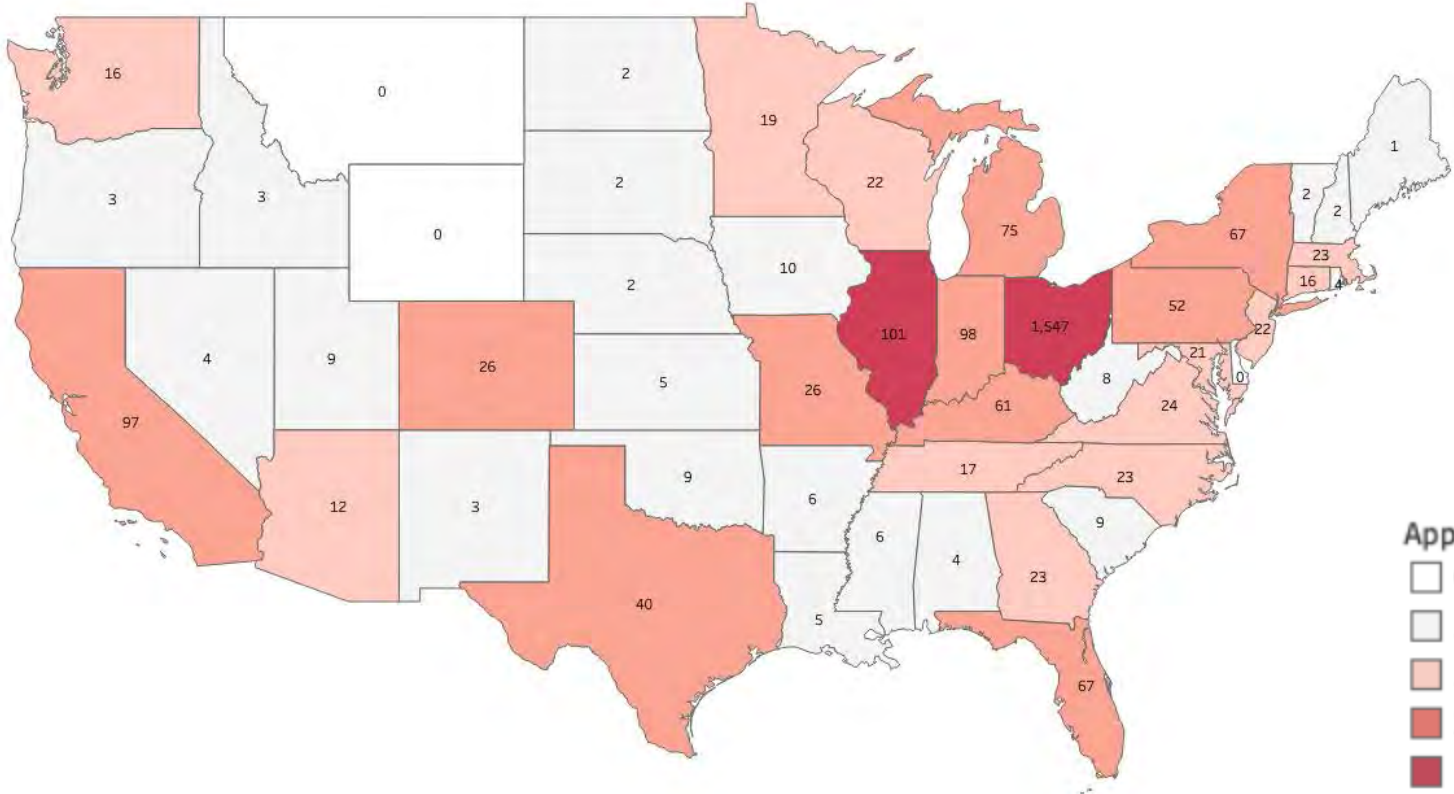
2023-24: 2315
2022-23: 1183
2021-22: 932
2020-21: 171

49% of apps with marketing attribution in 2023-24

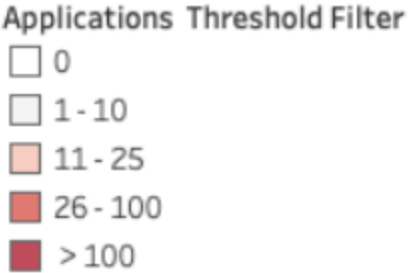
* Includes some email marketing, but not all. Marketing attribution is based on at least 1 interaction. Excludes organic search.



Distribution of Grad Applications 2023-24



Top 3	
OH	1, 5
47	
IL	101
IN	98



Case Study: Project Dragonfly

- Collaborative partnership
- Year-round digital campaign, greater impact
- **2025 applications up 25% over 2024**

RFI-to-app conversion rates		
	2024	2025
Advanced Inquiry Program	25%-52%	53%-82%
Global Field Program	24%	55%

How Project Dragonfly inspired me [🔗](#) [📧](#)

Jamie Bercaw
to me

8:59AM (9 hours ago) ☆ ↩ Reply ⋮



Dear Casey,

I'd like to introduce you to Kristin Molle, another one of our Miami University graduates.



Case Study: Miami Online

In its first six weeks, the Miami Online marketing campaign generated:



More than **40 million** impressions



43,000 clicks to Miami's website



25 prospective students requesting information



3 admitted students

Moving Forward

Strengthening data-informed decision making

- Marketing cost, ROI
- Geographic targeting
- Tactic analysis
- Marketing plans
- Discovery meetings (new programs)
- Annual check-ins (existing programs)

Sneak Peek



Documentary: Cradle of Coaches

- A feature documentary highlighting the historic Cradle of Coaches at Miami University featuring the 10 coaches memorialized at Yager Stadium.
- Joint effort between multiple divisions, led by Advancement, Athletics, and UCM



Thank you!

Jessica Rivinius rivinius@miamioh.edu





February

Provost's Updates: Academic and Student Affairs Committee

Agenda:

- Overview of Promotion and Tenure Process
- Low-enrolled programs and courses
- Miami Plan updates

Promotion and Tenure





Faculty receiving **Tenure and Promotion:**

Promotion to Associate Professor and Tenure candidates

Sara Arter	Tricia Neu
Mithun Bhowmick	Paul Reidy
Jason Boock	Sujay Sabnis
Allison Farrell	Matthew
Jeffrey Hunger	Schwieterman
Elizabeth Hutton	Zhe (Jay) Shan
Jeffrey Kruth	Jingjuan She
Imran Mirza	Sydney Shu
Ally (Laila) Murphy	Anne Whitesell
	Yibo (James) Zhang

Promotion to Full Professor candidates

Elena Albarran	Jeff Kuznekoff
Katherine Batchelor	Hongmei Li
Dawn Blitz	Xi Liu
William Brink	Joel Malin
Joomi Chung	Pascal Massie
Caleb Eckhardt	Beth Miller
Mack Hagood	Rosemary Pennington
Elisabeth Hodges	Brody Ruihley
Tracey Hoffman	Lindsay Schakenbach Regele
Paul James	Kyle Timmerman
Kelly Knollman-Porter	David Woods



Promotion to Associate Librarian and Continuing Contract candidates

Kristen Adams

Laura

Birkenhauer

Cara Calabrese

Sarah Nagle

Meng Qu

Jaclyn Spraez

Tenure and Promotion: Process

- Annual evaluation:
 - Years 1 and 2: faculty reviewed by P&T Committee, Chair, Dean
 - Years 3-5: faculty reviewed *a/so* by the Provost
- External Review: 4 letters (min) sought for research evaluation in summer of 5th year.
- Final Year: faculty reviewed by P&T Committee, Chair, & Dean
- If one of these 3 votes is positive, moves to UPT
- If positive, decision moves to Provost, President, and BOT
- Once faculty have achieved tenure, they are evaluated annually

Promotion & Tenure: Definitions

Expectations (from the Policy Library)

In order to secure and retain an exemplary faculty, the following all-University criteria as demonstrated by suitable evidence, shall be used to make tenure recommendations:

1. **high-quality teaching and academic advising;**
2. **research, scholarly and/or creative achievement** of high quality and its prospective continuation;
3. **productive professional service;** and,
4. **professional collegiality** within the department, division, campuses, and University community.

Tenure and Promotion: Teaching

Miami requires *multiple measures of teaching effectiveness*:

- Student course evaluation data
- Peer review of classes by Department Chair or colleagues
- Mid-Term evaluation tools administered by CTE
 - Online course evaluations, Bare Bones Questioning Technique (BBQT), Student Assessment of Learning Gains (SALG), etc.
- Outside review of course materials
- Summary of student comments

Tenure and Promotion: Research

- “Research, scholarly and/or creative achievement of high quality and its prospective continuation” is defined as meaning that a person has developed and formally presented through publication, performance, or other appropriate means **a sustainable body of research, scholarship and/or creative work that is judged to be substantive and of high quality by others in the discipline.** The university values an inclusive view of scholarship in the recognition that knowledge is acquired and advanced through discovery, integration, and application. Given this perspective, promotion and tenure reviews, as detailed in the criteria of individual departments and divisions, **will recognize original research and creative/artistic contributions in peer-reviewed outlets** as well as high quality integrative and applied forms of scholarship that involve collaborations with business and community partners, including translational research, commercialization of discoveries, technology transfer activities, and patents.

Low-Enrolled Programs and Classes



Low-Enrolled Programs

- Since the fall of 2020, 76 degree programs (majors, co-majors, and certificates) have been eliminated. We continue to monitor programs with fewer than 50 majors. In 23/24 programs with under 35 majors were eliminated. SB 1 would have a state minimum of 20.
- Of the 76 programs:
 - 58 were majors: 37 UG and 19 Grad
 - 14 certificates
 - 4 co-majors
- *NOTE: low-enrollment in a major do not mean the subject is unpopular. Students want to study these topics even if they do not choose to major in them.*



Majors eliminated in 2023 and 2024

2023

- Biological Physics, B.S.
- Chinese Education, B.S.
- Education Studies, B.S.
- Engineering Physics, B.S.
- Environmental Earth Science, B.A.
- Experience Design, M.F.A.
- French Education, B.S. Ed.
- German Education, B.S. Ed.
- Inclusive Special Education, B.S.
- Latin Education, B.S.
- Spanish Education, B.S.

2024 [Red = Spring 2025, Black = Fall 2024]

- American Studies, B.A.
- Art History, BA
- Athletic Training, B.S.
- Critical Race and Ethnic Studies, B.A.
- eSports Management, M.A.
- French, B.A.
- German, B.A.
- Geography, BA
- History, M.A.
- Health Communication, B.S.
- Health Information Tech, B.S.
- Instructional Design/Tech, M.A.
- Italian Studies, B.A.
- Latin American Studies, B.A.
- Management, M.S.
- Public Health, B.S.
- Religion, B.A.
- Russian, B.A.
- Social Justice Studies, B.A.
- Transformative Ed., M. Ed.

Strategies for reducing low-enrolled **classes**

- Streamline curriculum
 - Liberal Ed's CELL initiative
 - Reduce # of capstone courses in the Miami Plan
 - APEIP
 - Net-zero philosophy for new curriculum
- Raised minimum class size from 12 to 15 (effective S2025)
- Increased the data pulls beginning 2 months out
- Sharing data with deans and supporting divisional strategies



Low Enrolled Courses - All Campuses

Total/All Classes

TERM	Enrollment	Total	Total Classes	All Classes % <15	Exclude	Include	Only Included Classes	Included Classes % under 15
Fall 2023	<15	1,782	4,805	37%	1,128	654	3,564	18%
	15+	3,023			113	2,910		
Spring 2024	<15	1,901	4,679	41%	1,264	637	3,310	19%
	15+	2,778			105	2,673		
Fall 2024	<15	1,722	4,689	37%	1,096	626	3,492	18%
	15+	2,967			101	2,866		
Spring 2025	<15	1,528	4,444	34%	1,097	431	3,269	13%
	15+	2,916			78	2,838		

Course Types **Included** in Low Enrollment Count

- All Lecture classes (Cross-listed and stacked (graduate/undergraduate) courses are listed once with total enrollments), including:
 - Capstone Classes
 - Graduate courses
 - ACE courses & ESL Classes for international students
 - Lab Classes (often limited by equipment)
 - All Foreign Language courses
 - Music Classes
 - Remedial/support classes taught by faculty
 - Seminar classes, including UNV101
 - Field Experience classes*



Course Types **Excluded** from the Low Enrollment Count

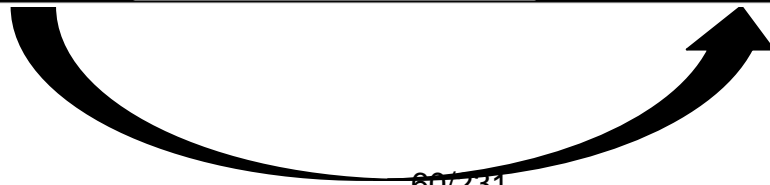
- Independent Study, MS and Dissertation Research classes
- Internships
- Non-Credit Workshop courses
- ROTC courses (AES/NSC/MSC)
- CIN (Cincinnati consortium placeholder courses)
- Study Abroad and Luxembourg courses
- Nursing and PA Off site Clinical Site Rotation Classes
- Nursing Clinical Lab classes (fixed at 10 due to accreditation)
- EHS classes by Rec Sports and/or Goggin staff



Low Enrolled Courses - All Campuses

Include ONLY

TERM	Enrollment	Total	Total Classes	All Classes % <15	Exclude	Include	Only Included Classes	Included Classes % under 15
Fall 2023	<15	1,782	4,805	37%	1,128	654	3,564	18%
	15+	3,023			113	2,910		
Spring 2024	<15	1,901	4,679	41%	1,264	637	3,310	19%
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	15+	2,916			78	2,838		





Spring 2025 <15 Enrollment Course Type Breakdown

TERM	Enrollment	Exclude	Include	Only Included Classes	Included Classes % under 15
Fall 2023	<15 15+	1,128 113	654 2,910	3,564	18%
Spring 2024	<15 15+	1,264 105	637 2,673	3,310	19%
Fall 2024	<15 15+	1,096 101	626 2,866	3,492	18%
Spring 2025	<15 15+	1,097 78	431 2,838	3,269	13%

		COURSE TYPE	GR	UG	UG/GR	Total
Exclude	Individual Studies		351	501		852
	Internship		16	59		75
	Lab		2	53		55
	Clinical		11	33		44
	Lecture/Lab			18		18
	Practicum		8	4		12
	Lecture		1	9		10
	Seminar		3	5		8
	Discussion		1	7		8
	Non Credit		7			7
	Other		3	2		5
	Recitation			2		2
	Field Experience		1			1
Exclude Total			404	693		1,097
Include	Lecture		58	121	15	194
	Studio		5	54	11	70
	Lab			45	1	46
	Lecture/Lab		11	31	3	45
	Seminar		29	13	2	44
	Discussion		22	5	1	28
	Discussion / Seminar		1			1
	Seminar / Studio			1		1
	Lecture/Lab / Studio			1		1
	Recitation			1		1
Include Total			126	272	33	431

How do we further reduce this 13% low enrolled class offering?

Miami Plan Updates



Old Plan
Global Miami Plan
Juniors and Seniors

New Plan
Miami Plan
**Freshman and
Sophomores**
New in Fall 2023

New Plan:

- **Designed for flexibility:**
 - Signature Inquiries replaces Thematic Sequence (9 ch) but double dips with Perspectives Areas
 - Major courses embedded in the plan (i.e. Nursing)
- **High impact practices:**
 - UNV 101 (first year seminars)
 - Undergraduate research
 - Capstone
 - Writing intensive courses
- **Coursework focused on transferable skills**

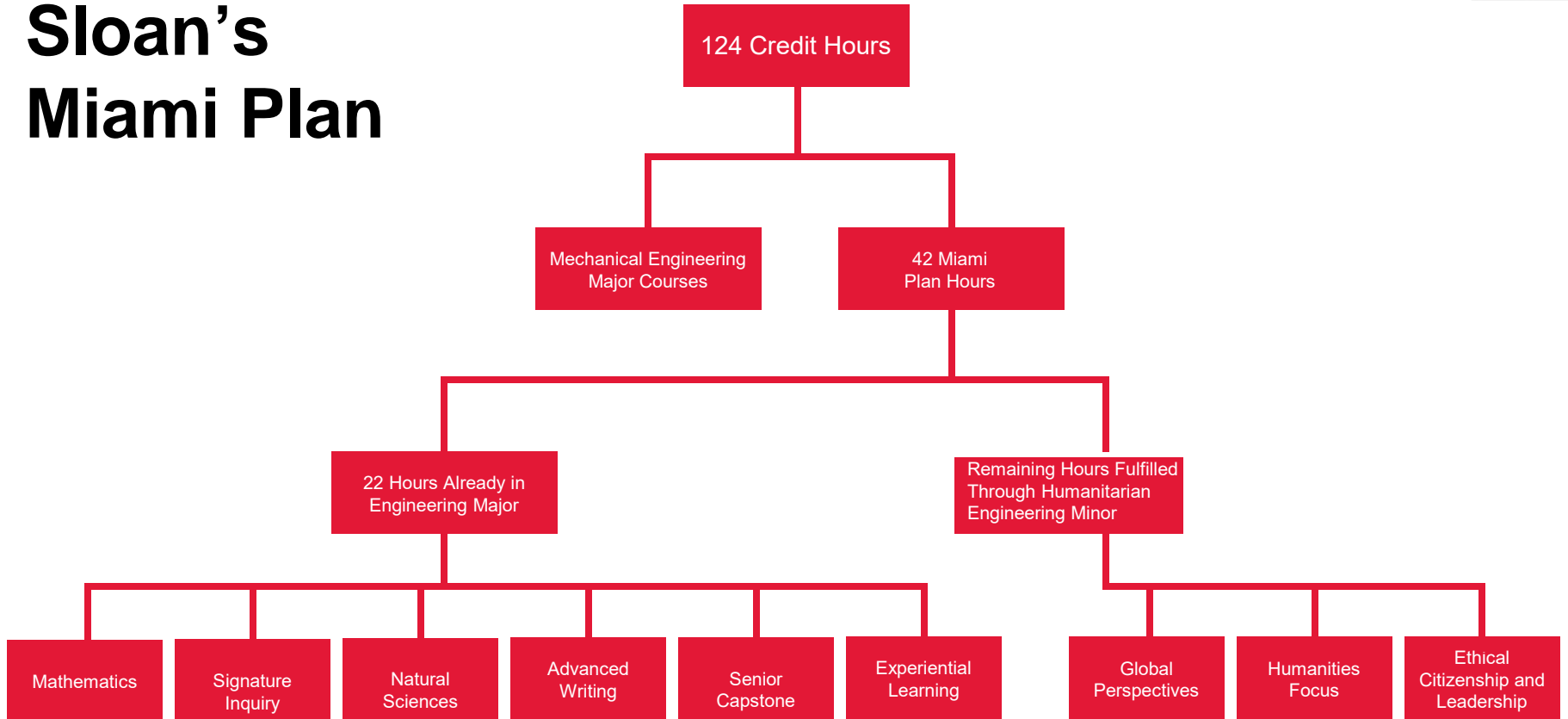
Sloan's Academic Journey with MP

- **Meet Sloan** → Miami Engineering Student
- **Starting fresh:** 124 hours, worried about "extra" requirements
- **Smart Integration:** Major + Miami Plan
 - 22 of 42 Miami Plan hours built **right into** engineering courses
 - **Every engineering course does double duty** - technical skills + core requirements
- **The Perfect Fit**
 - Humanitarian Engineering minor completes **ALL** remaining Miami Plan hours
 - No "extra" classes - every course serves multiple purposes
- **The Result**
 - Engineering degree + humanitarian focus
 - Zero "wasted" credits, maximum impact





Sloan's Miami Plan



Rachel's Academic Journey with MP

- **Meet Rachel** → Miami Nursing Student
 - Starting fresh: 124 hours, Concerned about fitting it all in
- **The Smart Integration**
 - 21 of 42 Miami Plan hours **built into** nursing courses
 - Every nursing course does double duty - healthcare + core requirements
- **The Perfect Addition**
 - Medical Humanities minor covers most remaining Miami Plan needs
 - Deepens understanding of patient care while fulfilling requirements
- **The Clever Finish**
 - CCA 195 [Creativity & Code Thinking]: One course, triple impact
 - Fulfills math requirement, Counts as Signature Inquiry, Builds tech skills
- **The Result**
 - BSN degree + humanities perspective
 - Zero "wasted" credits and maximum career impact





Miami Plan Course Offerings

Division	2021-22	2024-25	Percentage Change (%)
CEHS	68	52	-23.5
CEC	23	12	-47.8
CLAAS	40	42	5.0
CAS	535	353	-34.0
CCA	84	69	-17.9
FSB	64	25	-60.9

New Plan reduces complexity and CRNs

- 2024: 65 courses removed (must be taught every 2 years)
- 2025: ?
- Thematic sequences eliminated
- Advanced writing in the major

February 28, 2025
 Academic Affairs

RESOLUTION R2025-XX

BE IT RESOLVED that the Board of Trustees hereby approved the following faculty for promotion and tenure, and librarians for promotion and continuing contract, effective July 1, 2025:

First Name	Last Name	Division	Campus	Department	Promotion Recommendation
Sara	Arter	CLAAS	Hamilton	Nursing	Associate Professor and Tenure
Mithun	Bhowmick	CLAAS	Middletown	Mathematical and Physical Sciences	Associate Professor and Tenure
Jason	Boock	CEC	Oxford	Chemical, Paper, and Biomedical Engineering	Associate Professor and Tenure
Allison	Farrell	CAS	Oxford	Psychology	Associate Professor and Tenure
Jeffrey	Hunger	CAS	Oxford	Psychology	Associate Professor and Tenure
Elizabeth	Hutton	CAS	Oxford	English	Associate Professor and Tenure
Jeffrey	Kruth	CCA	Oxford	Architecture and Interior Design	Associate Professor and Tenure
Imran	Mirza	CAS	Oxford	Physics	Associate Professor and Tenure
Ally (Laila)	Murphy	CLAAS	Regionals	Education and Society	Associate Professor and Tenure
Tricia	Neu	CLAAS	Hamilton	Nursing	Associate Professor and Tenure
Paul	Reidy	EHS	Oxford	Kinesiology, Nutrition and Health	Associate Professor and Tenure
Sujay	Sabnis	EHS	Oxford	Educational Psychology	Associate Professor and Tenure
Matthew	Schwieterman	FSB	Oxford	Management	Associate Professor and Tenure
Zhe (Jay)	Shan	FSB	Oxford	Information System & Analytics	Associate Professor and Tenure
Jingjuan	She	CEC	Oxford	Mechanical & Manufacturing Engineering	Associate Professor and Tenure
Sydney	Shu	FSB	Oxford	Accountancy	Associate Professor and Tenure
Anne	Whitesell	CAS	Oxford	Political Science	Associate Professor and Tenure
Yibo (James)	Zhang	FSB	Oxford	Accountancy	Associate Professor and Tenure
Elena	Albarran	CAS	Oxford	History / Global and Intercultural Studies	Full Professor
Katherine	Batchelor	EHS	Oxford	Teaching, Curriculum and Educational Inquiry	Full Professor
Dawn	Blitz	CAS	Oxford	Biology	Full Professor
William	Brink	FSB	Oxford	Accountancy	Full Professor
Joomi	Chung	CCA	Oxford	Art	Full Professor

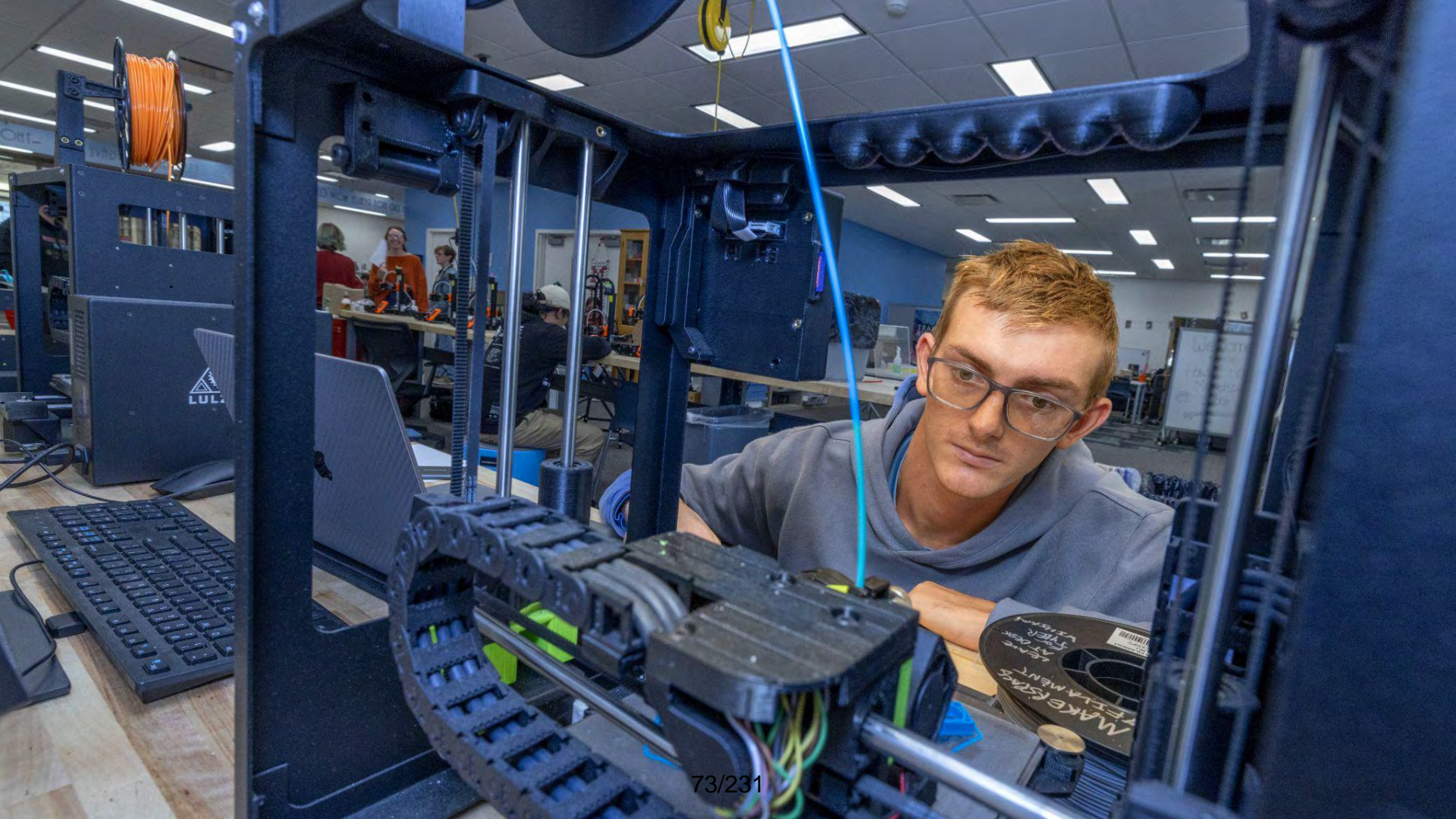
Caleb	Eckhardt	CAS	Oxford	Mathematics	Full Professor
Mack	Hagood	CAS	Oxford	Media, Journalism and Film	Full Professor
Elisabeth	Hodges	CAS	Oxford	French, Italian and Classical Studies	Full Professor
Tracey	Hoffman	CLAAS	Regionals	Education and Society	Full Professor
Paul	James	CAS	Oxford	Biology	Full Professor
Kelly	Knollman- Porter	CAS	Oxford	Speech Pathology and Audiology	Full Professor
Jeff	Kuznekoff	CLAAS	Middletown	Interdisciplinary and Communication Studies	Full Professor
Hongmei	Li	CAS	Oxford	Media, Journalism and Film	Full Professor
Xi	Liu	FSB	Oxford	Finance	Full Professor
Joel	Malin	EHS	Oxford	Educational Leadership	Full Professor
Pascal	Massie	CAS	Oxford	Philosophy	Full Professor
Beth	Miller	EHS	Oxford	Kinesiology, Nutrition and Health	Full Professor
Rosemary	Pennington	CAS	Oxford	Media, Journalism and Film	Full Professor
Brody	Ruihley	EHS	Oxford	Sport Leadership and Management	Full Professor
Lindsay	Schakenbach Regele	CAS	Oxford	History	Full Professor
Kyle	Timmerman	EHS	Oxford	Kinesiology, Nutrition and Health	Full Professor
David	Woods	CLAAS	Regionals	Computer and Information Technology	Full Professor
Kristen	Adams	University Libraries	Oxford	Advise & Instruct Dept.	Continuing contract and Associate Librarian
Laura	Birkenhauer	University Libraries	Oxford	Learning and Engagement Dept.	Continuing contract and Associate Librarian
Cara	Calabrese	University Libraries	Oxford	Access and Borrow Dept.	Continuing contract and Associate Librarian
Sarah	Nagle	University Libraries	Oxford	Create & Innovate Dept.	Continuing contract and Associate Librarian
Meng	Qu	University Libraries	Oxford	Web Services/Web Design Dept.	Continuing contract and Associate Librarian
Jaclyn	Spraetz	University Libraries	Oxford	Learning and Engagement Dept.	Continuing contract and Associate Librarian



LIBRARIES

Thursday, February 27, 2025

Board of Trustees



Topics

- Advancement
- Budget
- Collections Management
- OhioLINK ROI
- New ILS
- Master Planning
- Leadership
- Strategic Planning
- Affordability
- Event Highlights
- Faculty Collaboration
- Usage Data



Advancement



LIBRARIES

Report on Libraries Fundraising

FY25 Totals as of 12/31/2024

	Goal	As of 12/31/2024	% of Goal
Campaign Total	\$10,000,000	\$6,046,723	60.5%



Making the Case for Support

The Subjects: Seven targeted programs or opportunities

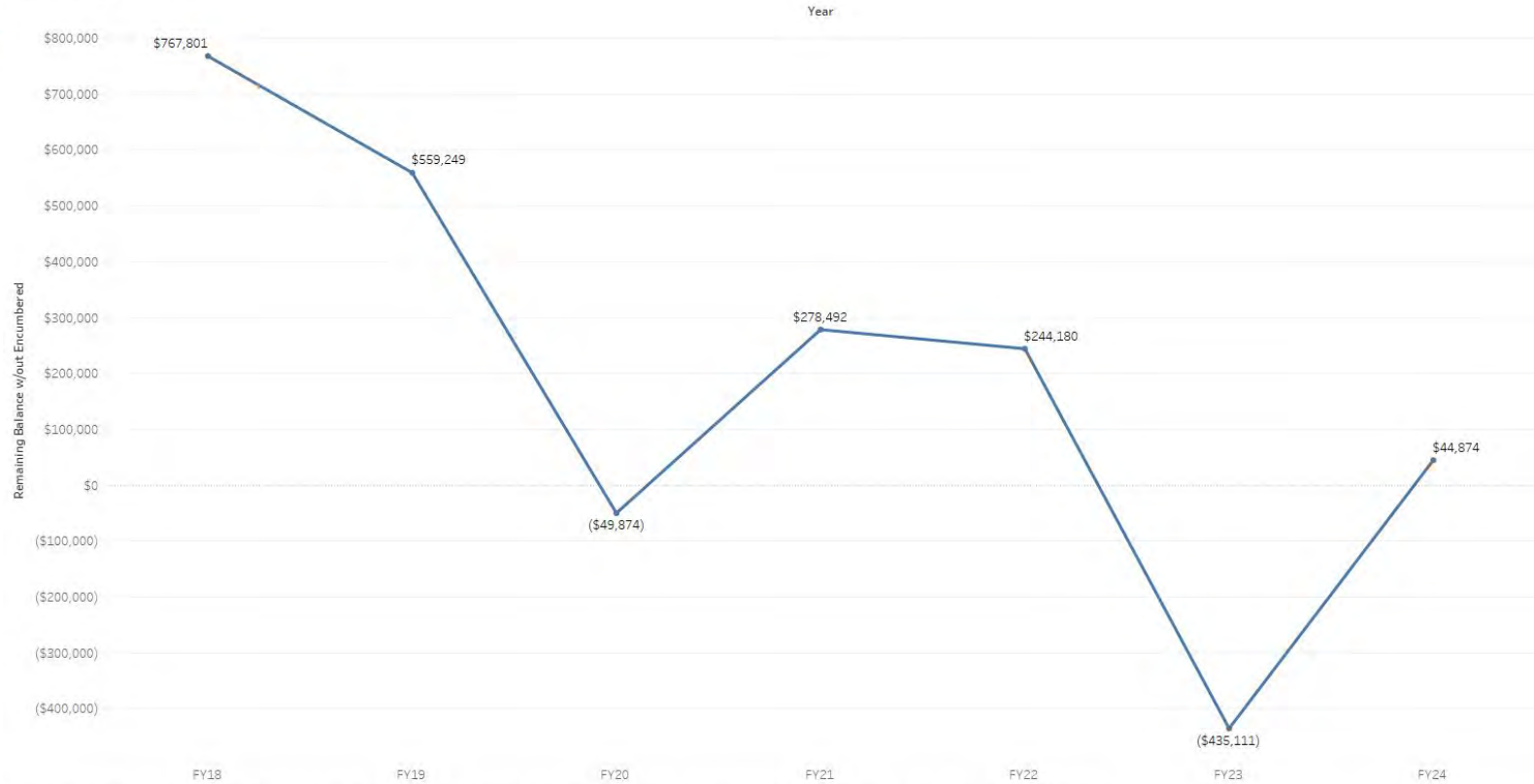
1. Makerspace
2. Grand Reading Room
3. Wil Haygood Collection
4. Special Collections and Archives HVAC Project
5. Political Papers
6. Student Success Initiatives
7. Affordability
8. Technology

Budget



LIBRARIES

Remaining Balances

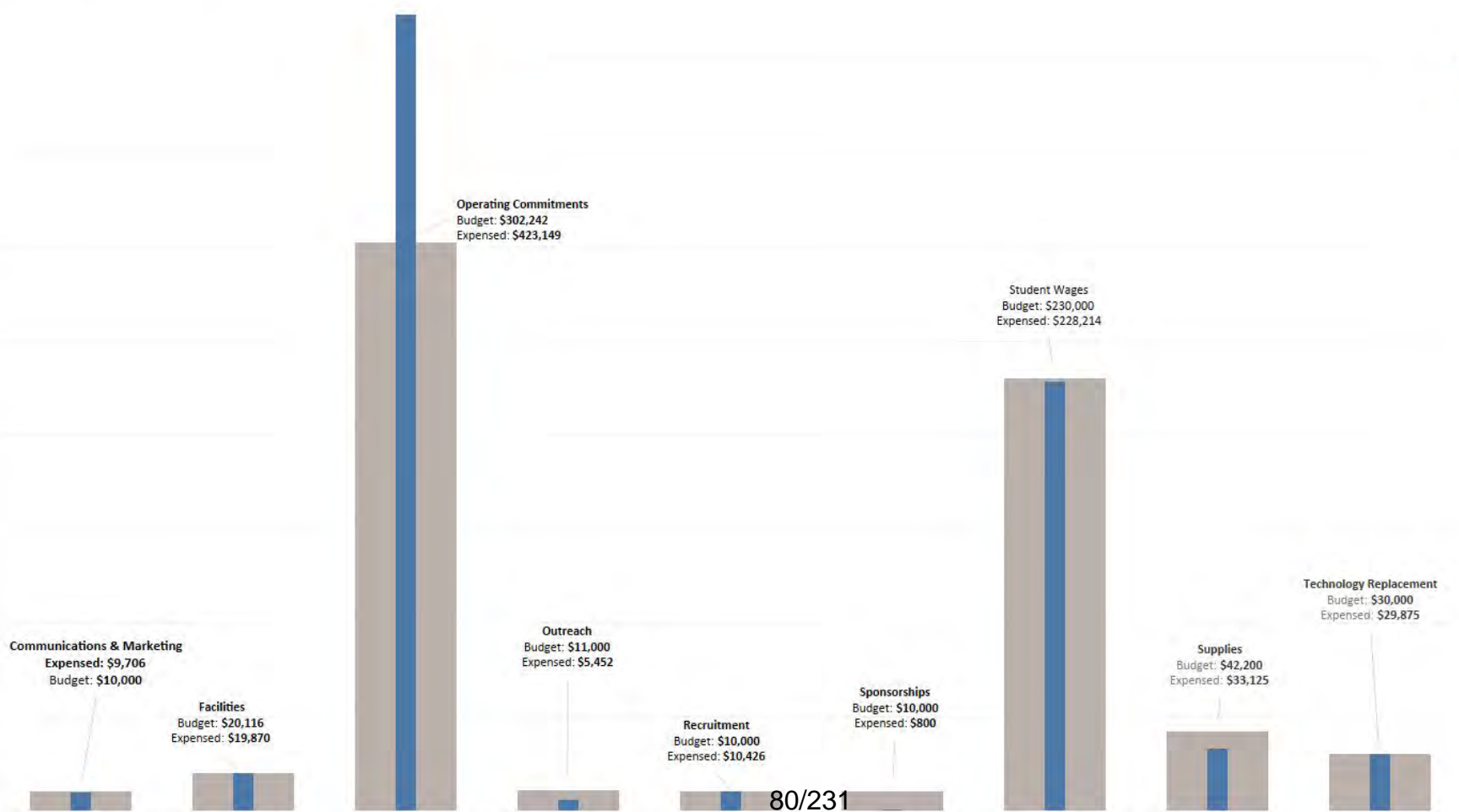


The trend of sum of Remaining Balance w/out Encumbered for Year. The marks are labeled by sum of Remaining Balance w/out Encumbered. The view is filtered on Year, which keeps 7 of 7 members.

FY24 Operations

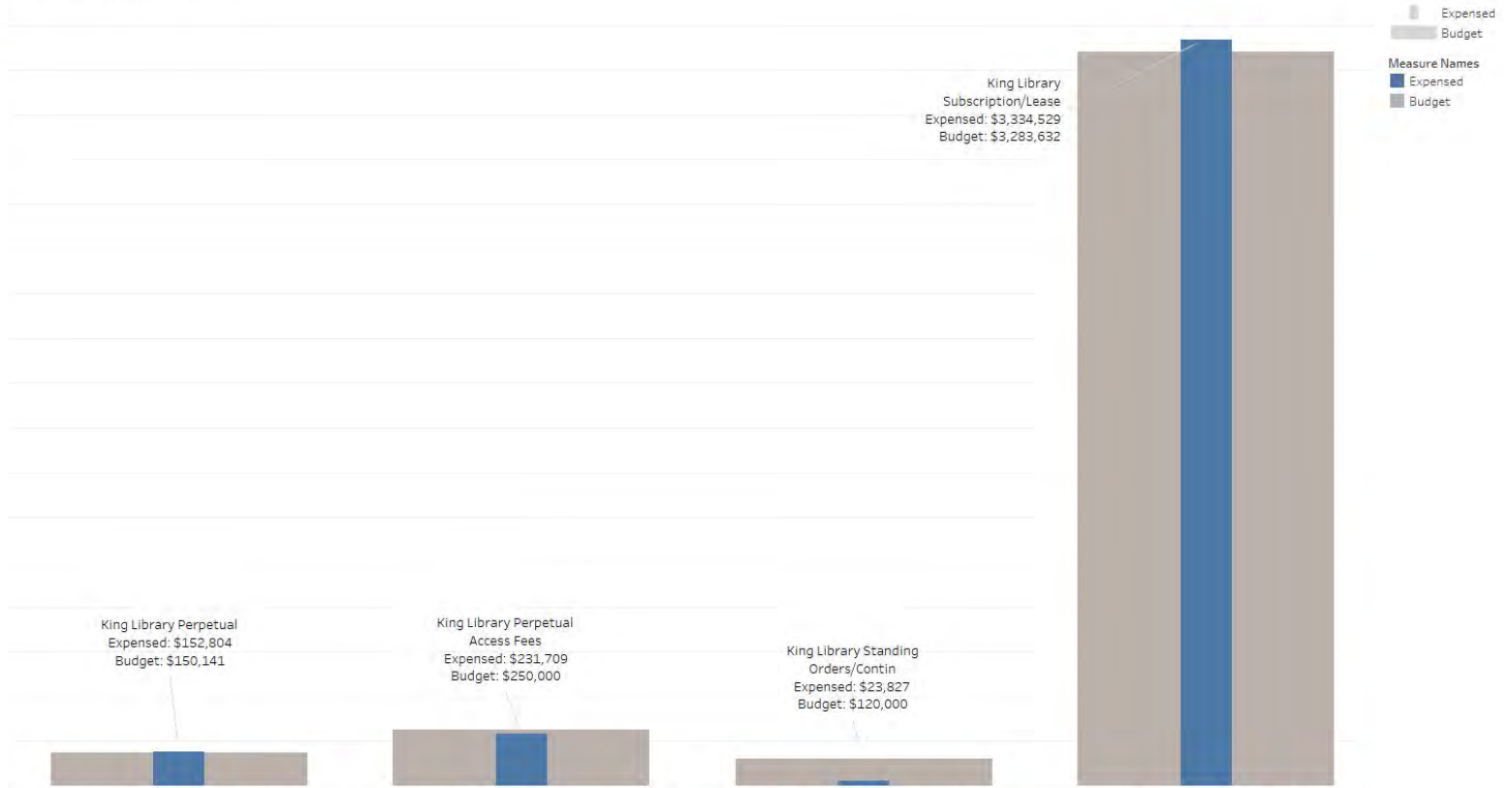
Measure Names
Expensed
Budget

Measure Names
Expensed
Budget



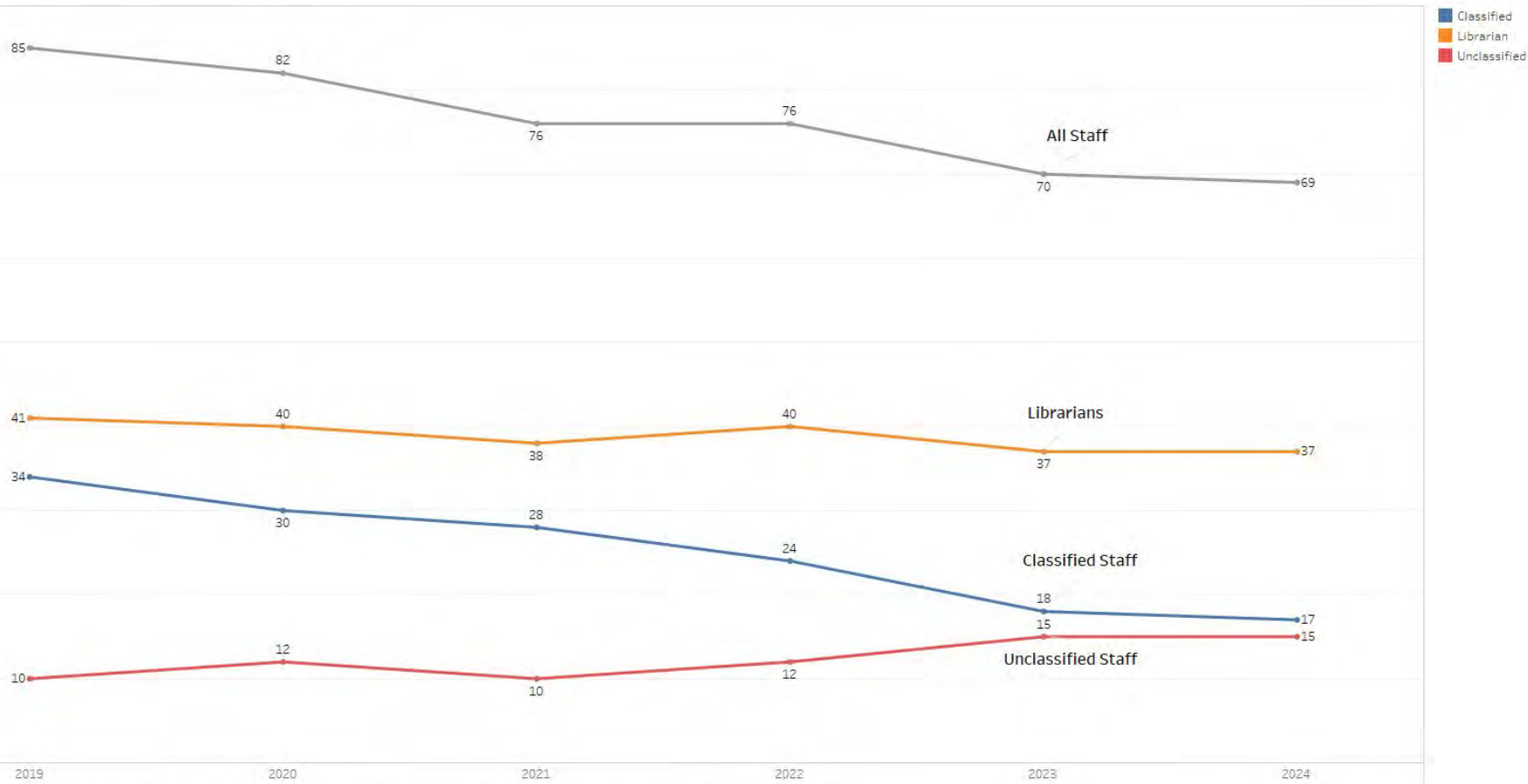
80/231

FY24 Collections Bar in Bar



Expensed and Budget for each Index Title. Color shows details about Expensed and Budget. Size shows details about Expensed and Budget. The view is filtered on Index Title, which keeps King Library Perpetual, King Library Perpetual Access Fees, King Library Standing Orders/Contin and King Library Subscription/Lease.

Staff Counts



The trends of sum of Count and sum of Count for Fiscal Year Year. The marks are labeled by sum of Count. For pane Sum of Count: Color shows details about Classification.

Collections Management



LIBRARIES

Collections

Meeting ongoing challenges

- 2023 – cancelled ~120 journal titles for savings of ~\$160K
- 2024 – cancelled ~104 titles and packages for savings of ~\$180K
- Leveraging remaining Carry Forward balances
- More aggressive deployment of endowments
 - Nearly \$200,000 in one-time or annual distribution (approx 50/50)
- Ongoing Serials Review
- No sacred cows
 - SciFinder, Web of Science, Nature Complete, Lexis/Nexis, NYT, WSJ, Government Documents
- Solutions: leverage Ohiolink, new acquisition models (get it now, DDA, etc), ROI and usage data, growing endowments



Boldly Creative Initiative Health Sciences Programs

- Return of BS Nursing to Oxford campus, add MSN, DNP, MS Physician Associate, MS Medical Science programs
- \$80,000 allotment for new library resources provided for 3 years (FY23-25)
- Enrollment well beyond early expectations for BSN (30 -> 200/cadre) and encouraging for other programs so far
- Resource costs outpacing even general serials inflation, ~\$110K expenditure in FY24
- Difficult to absorb needs into flat collections budget, especially in context of the broader libraries budget picture
- Worked with Provost to secure additional funding of \$250K to be used over FY26 and 27



OhioLINK ROI



LIBRARIES

Table 1: OhioLINK Cost Per Use

Category	Cost to Colleges	Total Usage	Cost Per Use
Ejournals	\$27,695,798	14,851,850	\$1.86
EBooks	\$2,283,185	3,989,349	\$0.57
Ejournals + EBooks	\$29,978,983	18,841,200	\$1.59
Print Book Sharing*	\$0	97,228	\$0

*cost for statewide delivery is covered by OhioLINK central funding



Table 2: OhioLINK Value to Cost Ratio

Category	Total Value of Materials Used in 2023	Cost to Colleges	Value to Cost Ratio
Ejournals	\$305,303,669	\$27,695,798	11.02
EBooks	\$14,325,316	\$2,283,185	6.27
Ejournals + EBooks	\$319,628,985	\$29,978,983	10.66
Print Book Sharing*	\$8,201,182	\$0	--
Open Access Fees Saved	\$3,665,323	\$0	--
All Materials	\$331,495,290	\$29,978,983	11.06

* OhioLINK central budget funds 100% of statewide courier delivery

Value of OhioLINK Membership for Miami University

\$1.4M

2023 MU Cost for EJC and EBC

\$12.4M

2023 List Price for MU Usage

11 cents on the Dollar

\$9 of value for every **\$1** spent

\$308K

2024 Publication Charges saved

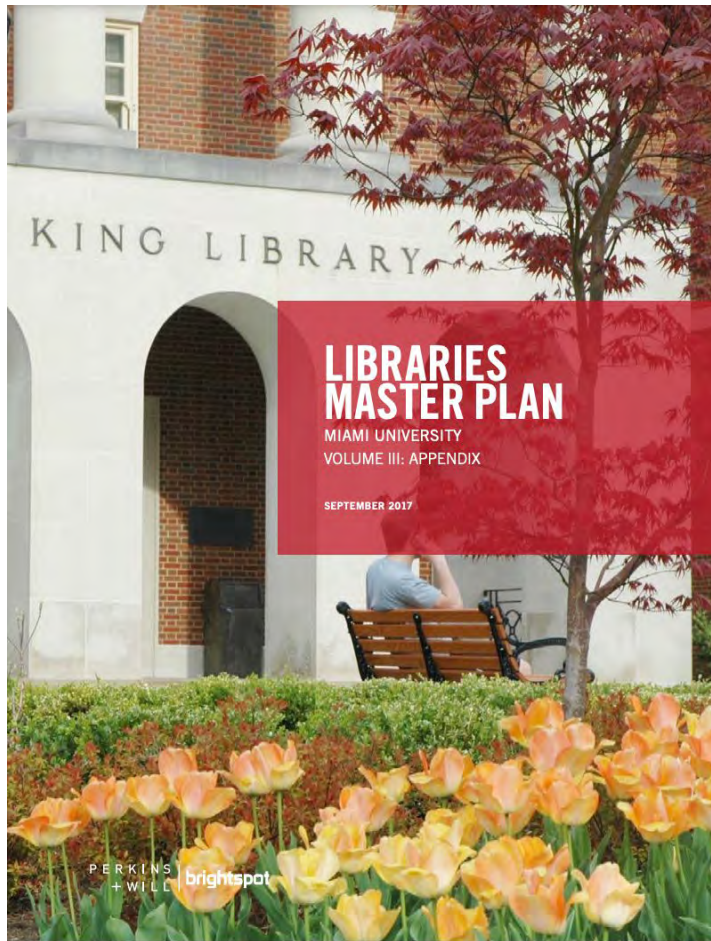


New ILS



LIBRARIES





KING LIBRARY

LIBRARIES MASTER PLAN

MIAMI UNIVERSITY
VOLUME III: APPENDIX

SEPTEMBER 2017

PERKINS
+ WILL | brightspot

Projects for 2023-2024

SPEC Vault HVAC

Beginning Design

Music Collection Move from CPA

Oct. '23 - Spring '24

Laws Hall Rooms 16 & 17

Construction Aug. '23- Nov. '23

King Window Replacement

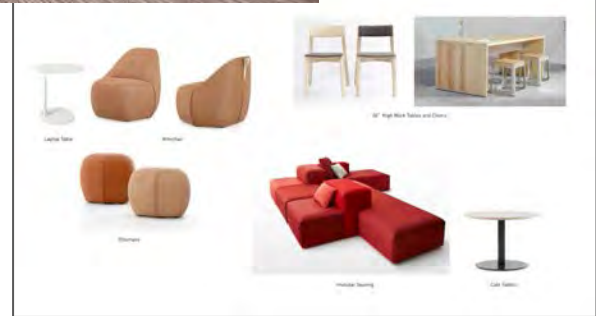
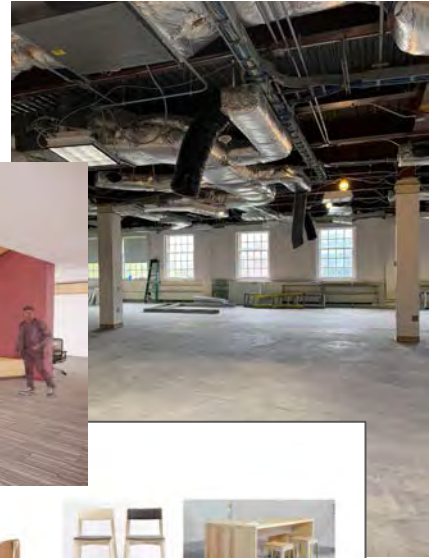
Construction: May '24- Aug. '24

Kamm/CIM Re-Imagining

Construction Oct. '23 - Jan. '24

King Kickstart Renovation

Interior Renderings



93/231

Temperature sensor data from Special Collections/Archives area

Graph Type
View Single Reading

Sensor
Stacks - c002091

Reading
Temperature °F

Date Range

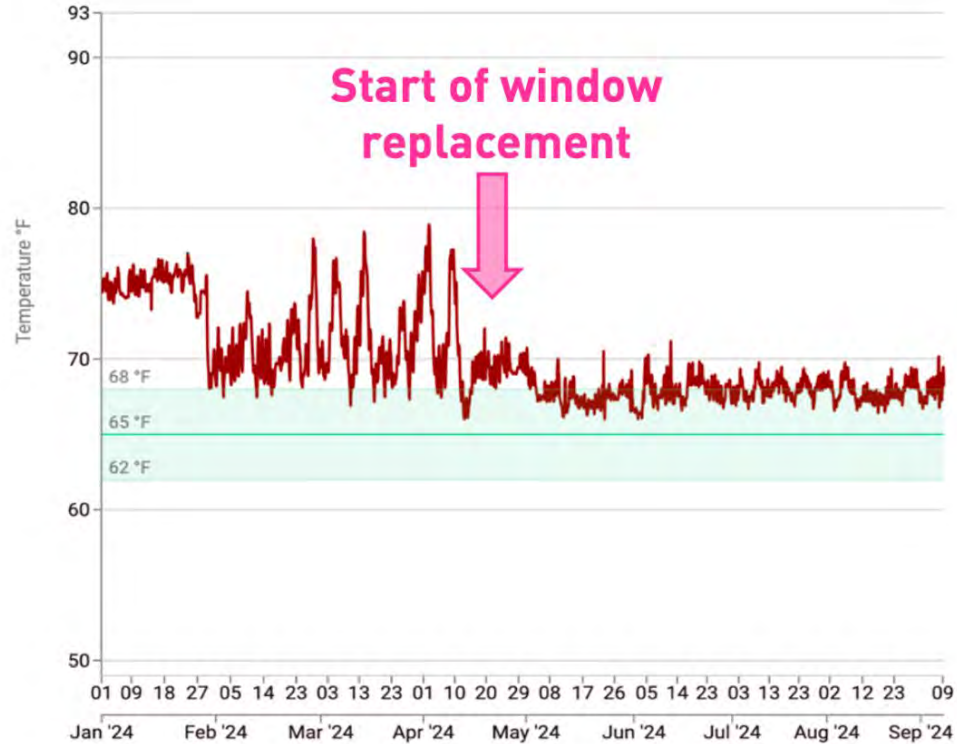
Range
This Year

Aggregate By
Hourly

Start
2024-01-01

End
2024-09-09

Additional



26%

49%

6%

46%

77%

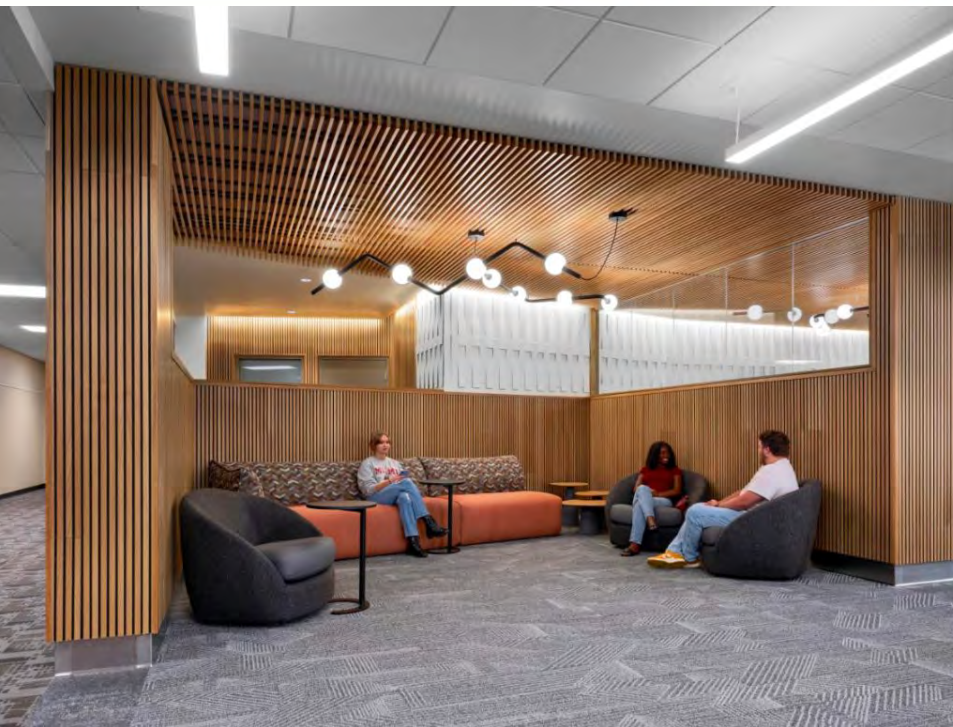
756.6k lx.h

Mold Low

Conserv Score B

TWPI 40.37x





Projects 2025

-Sensory Study Rooms 242 & 243

-Lighting, Carpet, Paint, Furniture, Privacy Film, Window Treatments

-Donor Study Rooms 103, 107 & 124

-Lighting, Carpet, Paint, Furniture, Privacy Film

-Mansfield Conference Room 228

-Lighting, Carpet, Paint, Acoustic Treatment, Privacy Film

-Circulation Desk Upgrades

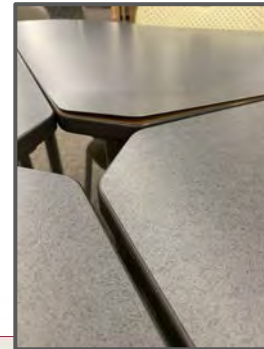
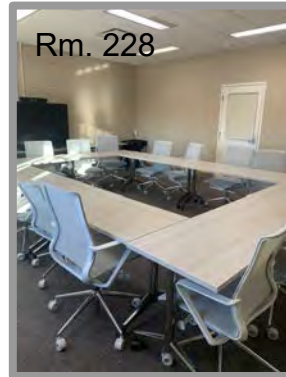
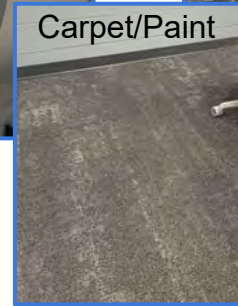
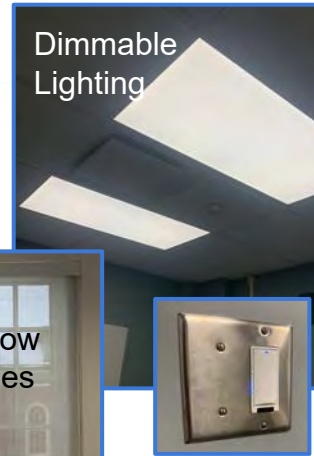
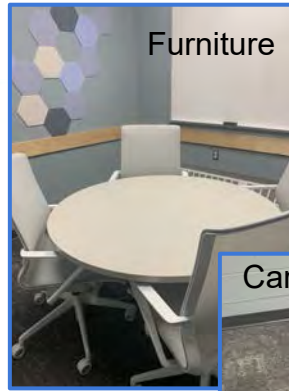
-Replace worn carpet and seating in King & Art/Arch

-Facility Condition Report

-Evaluate all areas as to age of finishes, furniture & lighting

-Air Handlers 01 & 02 (summer)

-Replace main intake fans, upgrade controls



Sensory-Friendly Rooms

- Students with Disabilities Advisory Council (Zero Feyton)
- The University's Mental Health Incubator Fund
- The judges awarded the Libraries \$20,000 in funding to support the project, and we were honored to receive an additional \$5,000 from the People's Choice Award.
- Excellent partnership with Division of Student Life



University Libraries Vacated Sq. Ft. Since 2017

Building	Area/Rm. No.	Sq. Ft./Area	Total Bldg.
Hughes Hall-Brill Science Library	2nd floor	13902	
	3rd floor	9765	
	4th floor	3632	27299
Withrow Archives	1st floor	8191	8191
Peabody-DeWine Collection	17	234	
	19	383	617
CPA-Music Library	120/1st Floor	2406	
	218/2nd Floor	1963	4369
Laws BEST Library	Basement	3781	
	1st Floor	9782	
	2nd Floor	4727	18290
Total Vacated Space		58766	58766



Leadership



LIBRARIES

Student Leadership Academy

- Funded by donor, developed by students
- Purpose
 - Recruitment/Retention
 - Engaged student worker alumni
 - Inclusive opportunity for leadership growth
- Future
 - Currently on third cohort
 - Second pillar in AY25-26
 - Four pillars when complete
 - Personal Leadership, Professional Leadership, Service Leadership, Mentorship



Student Leadership Academy



Abby Haverkos, co-chair, Dean's
Student Advisory Council,
Geography & Sustainable
Development major

“The Student Leadership Academy was a great experience for me when I started at the libraries. It helped me discern and visualize my goals not only as a student employee at the libraries, but as a student advisor for the Dean of the Libraries. As I developed my own skills and understandings of my strengths through this program, I was able to connect with a variety of other student workers during the in-person workshops and then continue the connection during my shifts! My confidence in myself grew exponentially as a result of this program, and has allowed me to excel not only in my leadership positions at the Library, but also across campus and in my academic settings as well.”



Strategic Planning



LIBRARIES

MUL Mission and Vision

- Mission
 - We proactively connect our community with the resources and personalized guidance to empower discovery, creation, and success.
- Vision
 - We will be the catalyst for growth and discovery for every scholar in our community.

welcoming

you matter
you belong

We purposefully create a human connection with our entire scholarly community.

We

are approachable and friendly

create inviting and accessible environments

design inclusive systems

show empathy and actively listen

curious

always wonder
always learn

We passionately and humbly seek knowledge and understanding.

We

question our own assumptions

listen to understand
empower inquiry and discovery

cultivate an atmosphere of wonder

collaborative

find connections
forge partnerships

We reach across boundaries because we recognize the power of working together.

We

focus on results and embrace the expertise and assistance of others

seek knowledge even if it challenges our biases

mediate among disciplines

create space for others to share their perspectives

trailblazing

boldly create
fearlessly innovate

We exceed the needs of the present and rise to the challenges of the future.

We

encourage creative solutions

adapt to new realities

take smart risks and learn from every failure

create new opportunities

CATALYST

Strategic Plan
for the '24-25 Academic Year

STRATEGIC GOALS

Develop talent, resources, and experiences to facilitate an inclusive community.



► **Talent Management - Staff Recognition**

Develop new ways to recognize and celebrate our staff and share our accomplishments with colleagues, partners, and stakeholders, emphasizing teamwork and collaboration.

Transform the Libraries' environment and user-centered experience to anticipate evolving modes of learning.



► **Library Recognition**

Market and communicate the Libraries' value through seeking regional and national recognition for the Libraries and our staff.

Forge meaningful partnerships that foster affordability, ensure relevancy, and cultivate life-long connections.



► **External Funding**

Build on previous work in initiative area by targeting large external funding opportunities and pursuing advancement opportunities.

Future of Libraries Strategic Planning

- Continuing with Catalyst
 - A present-forward plan
 - Yearly goals with quarterly check-ins
 - Muscle memory and iterative process
- Building a parallel long-term plan
 - A future-back plan
 - Alignment with **MiamiTHRIVE**
 - Brent Shock's three presentations to staff
 - Multi-year goals and objectives
 - Building on Foundational Strengths and Opportunity Areas
 - The Libraries as active participant in the University's future
 - Semi-annual updates on initiative progress

Affordability



LIBRARIES

On-Demand Circulation of Software Licenses

Checking Out Software on Patrons' Own Devices

Ken Irwin and Michael Bomholt

ABSTRACT

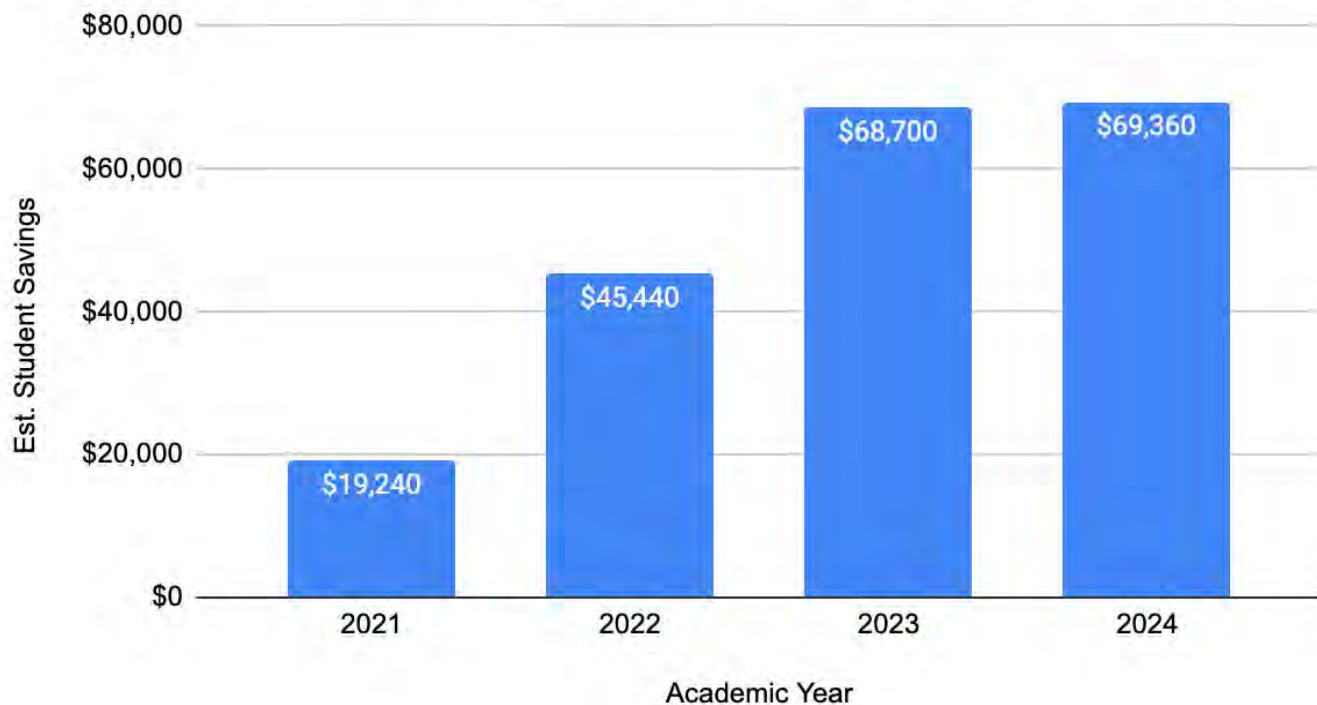
The Miami University Libraries (MUL) developed an open-source Software Checkout system to allow patrons to make use of software licenses owned by the library. The system takes advantage of user-based licensing under the Software as a Service (SaaS) license model and vendor-created APIs to easily and legally assign access to users. The service currently supports Adobe Creative Cloud, Final Cut Pro, and Logic Pro software. MUL has successfully used this software for three years. This article describes the expansion of offerings and the increasing use of the service over that time. Built on a model developed by Pixar for managing employee software licenses, the Software Checkout system is believed to be the first of its kind for circulating licenses to library patrons. Both this lending model and the open-source software developed by MUL are available to other libraries. This paper is intended to prompt libraries to take advantage of the legal and technical environment to expand software license sharing to other libraries.

INTRODUCTION

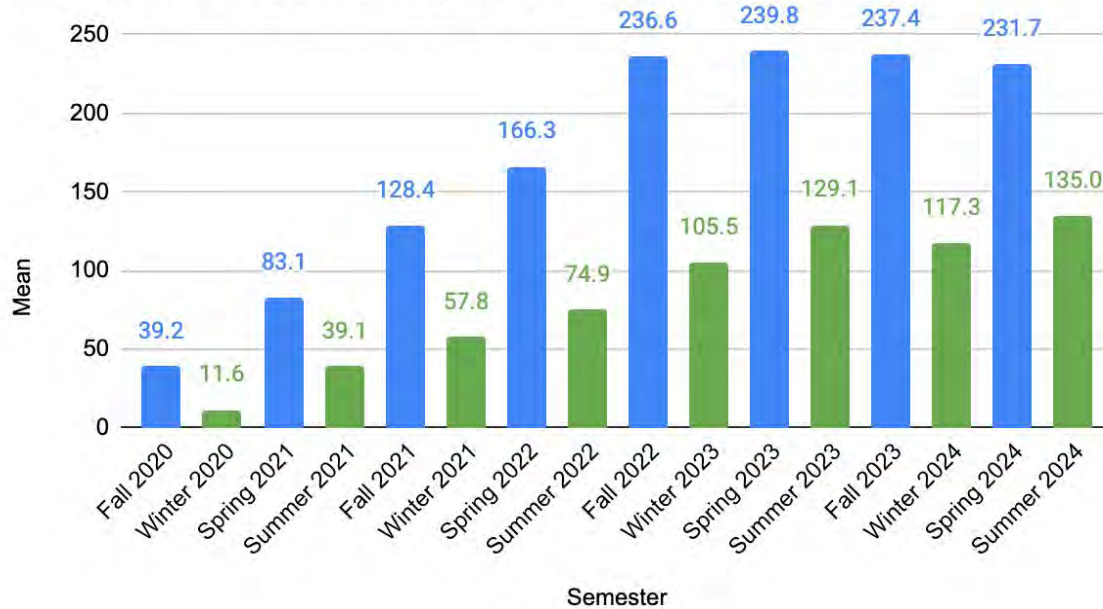
Libraries have been in the “checking things out” business for a long time. With the rise of personal



Estimated Student Savings Per Academic Year (Adobe CC)



Mean licenses in use/day for Adobe student licenses



The service has grown in several ways since its inception in 2020. Most prominently, the service has grown in usage. In the first semester, we typically had about 40 Adobe licenses in use at a time; that has grown to an average of over 230 licenses in use on a regular basis during the semester, maxing out at 250 during peak times.



Affordable Learning Initiatives

- Over \$1,650,000 in cost savings for students through our open educational resource/affordable grant work
- Programs that support affordable learning include
 - OER Explore
 - OER Adopt
 - OER Create
 - Course Pack Consultation Service
 - Alternate Textbook Program
- Partnership with Affordable Learning Committee



OhioLink “Read & Publish” Open Access Agreements

Academic publishing in transition from mainly “subscriber pays” economic model to “author pays” model

- Article (Author) Processing Charge (APC), typically \$1-5K/article
- Concurrent and consequent to “Open Access” movement for academic publishing particularly in STEM fields
- Many journals and publishers are currently “hybrid” of subscription and open access content, with trend towards more Open Access
- Ongoing value of library journal subscriptions a question – i.e., as more and more articles are open, what are we paying for?



OhioLink “Read & Publish” Open Access (cont’d)

- “Transformative” or “Read & Publish” arrangements between publishers and institutions (libraries) becoming more common
- In addition to subscription to content, R&P deals provide for authors’ APCs to be covered
- OhioLink currently in 5 R&P deals: Cambridge, Elsevier, Amer Inst Physics, SpringerNature, Wiley



Events Highlights



LIBRARIES



NATIONAL POETRY MONTH

University Libraries Presents

A Virtual Conversation
with Pulitzer Prize-Winning Author

Rita Dove, '73

Thursday, April 25, 4-5 pm
Heritage Room, Shriver Center

Free!

THANK YOU TO OUR SPONSORS

Office of the President, Office of the Provost, Alumni Association,
Humanities Center, Marjorie Cook Poetry Lectureship, Miami Family Fund,
Office of Transformational and Inclusive Excellence, Department of English,
Performing Arts Series



116/231
LIBRARIES

šiiipaakana aacimooni 'Story about Šiiipaakana'



šiiipaakana kilahkwaakani
Šiiipaakana's wampum



šiiipaakana oonsaahsihihkwā
Šiiipaakana's daughter



mahkoonsihkwa & kiihkinehihkwā
Šiiipaakana's wife and daughter





118/231
LIBRARIAS



Faculty Collaborations



LIBRARIES

Faculty Plan Capstone Workshop Series

In Spring 2025, the University Libraries will offer a 3-part workshop series for Miami Plan Capstone faculty.

The goal of the series is to collaboratively design ways of integrating library services and resources into each course in order to support student success with the interdisciplinary research and applied projects required in these capstones.

Four faculty will be admitted into this Spring 2025 cohort, and each will receive \$500 in professional development funds.





Information Literacy and Artificial Intelligence

- Librarians partnering with Howe Center for Writing Excellence, Ginny Boehme, Katie Gibson, Stefanie Hilles and Roger Justus
- Created ready-to-use lesson plans for faculty use in the classroom
- Presented at IFLA/WLIC conference in the Netherlands (2023)
- Upcoming presentation at LIDA conference in Croatia in 2025

Bird Imagery and Identification Handbook project

Libraries partner with Dept of Biology and the Avian Research and Education Institute

Bird population ecology and migratory behavior; bird banding station at Hueston Woods State Park

Librarian aided in the development of a digital image-based bird identification handbook

Recently traveled to Ecuador for collaboration with Un Poco del Choco Nature Research & Biological Station to develop this resource





Published according to Act of Parliament, Sept. 11 1773 by Andrew Bell

Bookfeller N^o 8 near the Saracens Head Aldgate.

P O E M S

O N

VARIOUS SUBJECTS,

RELIGIOUS AND MORAL

B Y

PHILLIS WHEATLEY,

NEGRO SERVANT TO MR. JOHN WHEATLEY,
OF BOSTON, IN NEW ENGLAND.

L O N D O N:

Printed for A. BELL, Bookfeller, Aldgate; and sold by
Messrs. COX and BERRY, King-Street, BOSTON.

M D C C L X X I I I.



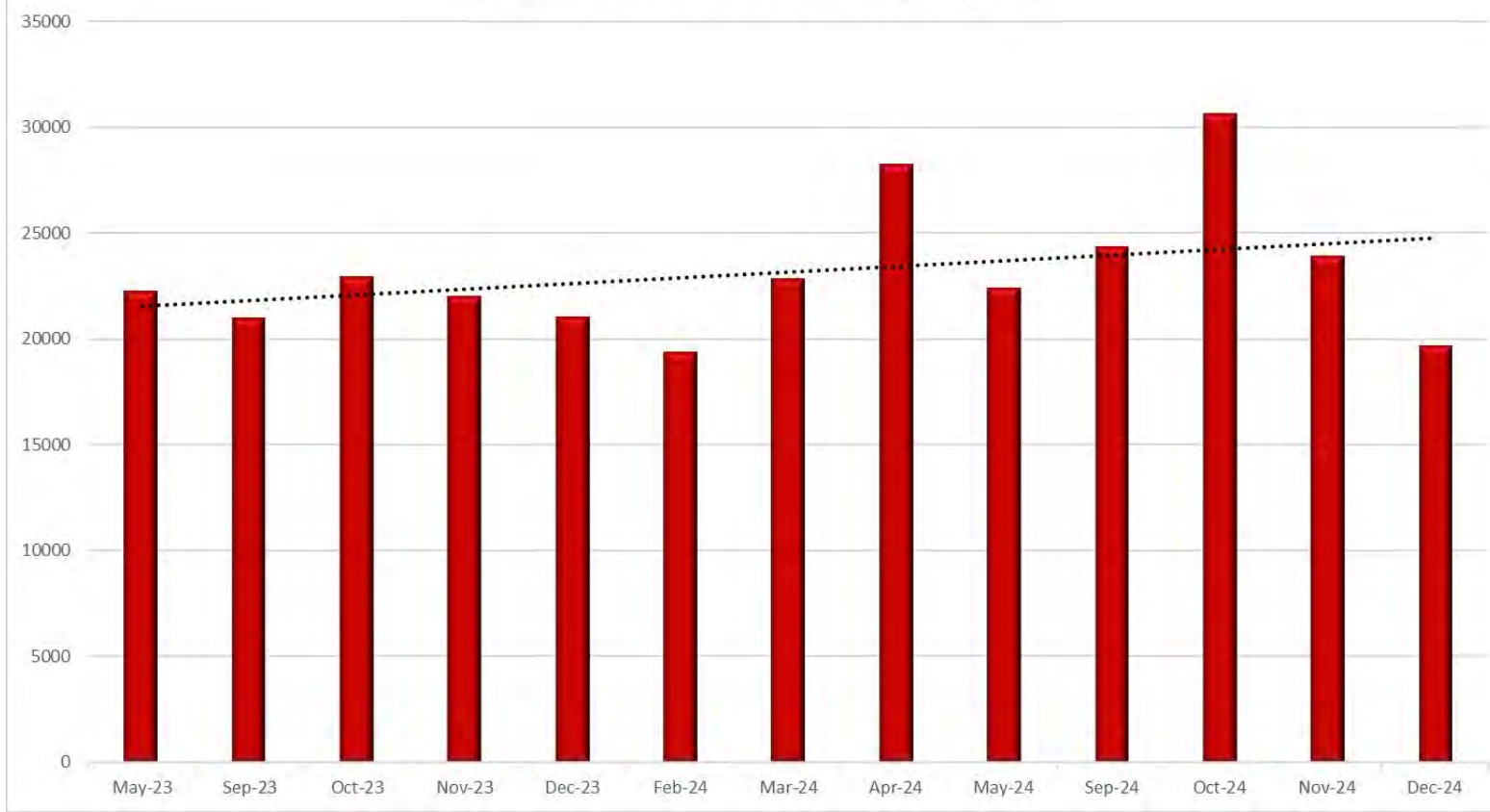
Usage Data



LIBRARIES

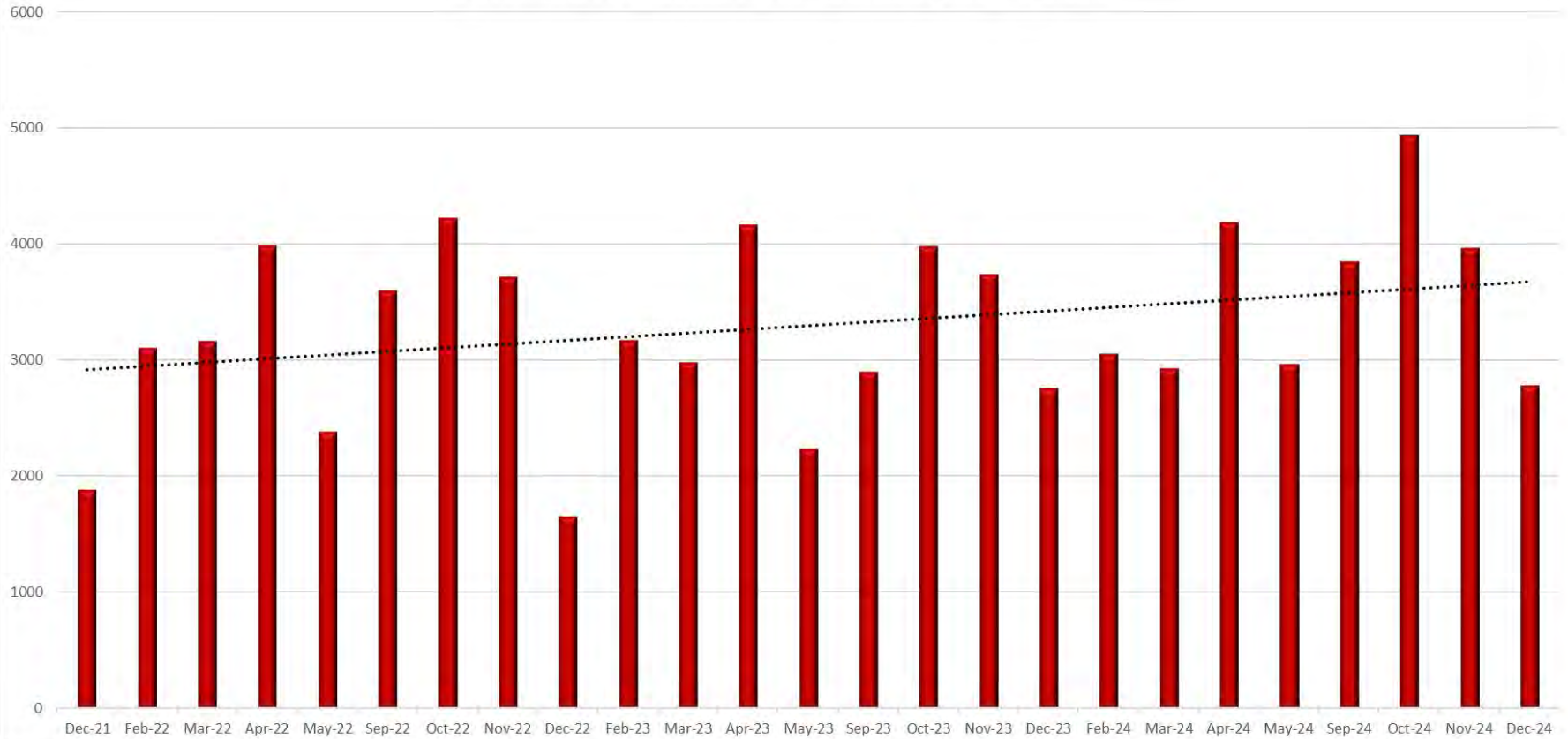
Gate Count

May 2023-Present, excluding June-Aug & Jan

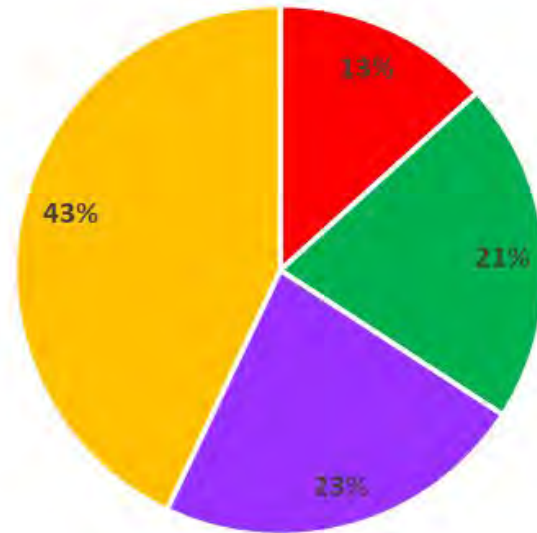


Study Room Use

December 2021-December 2024, excluding Jun-Aug & Jan



Undergraduate Students, WiFi sessions Fall 2024



■ Freshman ■ Sophomore ■ Junior ■ Senior

Library Committee of University Senate

Nancy Parkinson, Chair

Peng Wang

Caryn Neumann

Jennifer Patrick-Gaines

Annie Dell'Aria

Jerome Conley, ex officio

Yoshita Bhargav, Graduate Student

Maria Buzogany, Undergraduate Student



Alumni Advisory Board

Judith Goacher Mansfield

Jed Grisez

Bradley Mascho

Patrick Sidley

Constance Sidley

Janet Tallberg

Carolyn Walters

Khushwant Pittenger

Ron Pittenger



Dean's Student Library Advisory Council

Greg Betchkal
Andrew Carpenter
Carlos Correa
Catie Correa
Emily Davis
Boyd Ensley
Jack Fazio
Meri Gabriel
Cole Ginocchio
Abby Haverkos
Peyton Morrow
Thomas Newton
Eli Queenan





Questions

3:00-5:00pm





STUDENT LIFE

Mental Health and Emotional Wellness

Current Trends and Future Directions

Agenda

1. Student Health Survey
2. Institutional Updates
3. Partners in Mental Health



Student Counseling Service Team



Student Health Survey

Current trends in the emotional wellness of Miami students



STUDENT LIFE

Student Health Survey Data

PHQ-9

66% of students report experiencing depression.

GAD-7

56.5% of student report experiencing anxiety.

SCOFF

24.7% screened positive for eating disorder.



Student Health Survey Data

Suicide

- 15.4% seriously thought about attempting suicide in the past year.
- 4.5% made a plan to attempt suicide in the past year.
- 1.2% attempted suicide in the past year.



Student Health Survey Data

MH Culture

- 69.4% agree: *The culture at Miami supports mental health and well being among students.*

Emotional Wellbeing

- 67.3% report having the ability to successfully handle life's stresses and adapt to change and difficult times.

Flourishing

- 79.1% of students report an experience of **positive** emotions, psychological functioning, and social functioning, most of the time.



Institutional Mental Health Updates

Responding and Innovating



STUDENT LIFE

Institutional Updates

Stepped Care

Comprehensive focus on treatment, prevention, and response.

New Resources

Financial support from new grants, donors, and fees.

Mental Health Committee

Focused on Miami's faculty, staff, and students' mental health.

Student Synergy

Student Government, Greek-affiliated and other student orgs all rowing together.



Recent Additions and Enhancements

- Revamped website
- Online scheduling
- Crisis text line
- Parent videos
- Student of concern reporting



New Mental Health Website

Wellbeing.MiamiOH.edu

The screenshot shows the homepage of the Miami University Mental Health and Well-Being website. At the top, there is a red navigation bar with the university logo and the text "SUPPORT & SERVICES APPLY VISIT GIVE". Below this is a white header with "Mental Health and Well-Being" and navigation links: "Find Support", "Wellness Navigator", "Media and Events", and "Get Urgent Help". The main content area features a large, light-colored banner with the text "Today, I feel Overwhelmed". Below the banner, there is a paragraph: "Take the first step on your mental health journey to get the resources and support systems that will help you feel and perform your best. Your mental health matters to us, and we are here to help." and a red "Find Support" button with a right-pointing arrow.

The screenshot shows the "Find Support" search results page. The header is identical to the homepage. The main content area is titled "Find Support" and shows "Showing 71 Results". There is a search bar with a "Submit" button. On the left side, there are three filter sections: "Locations", "Audiences", and "Types Of Care", each with a list of checkboxes and counts. On the right side, there are four search results, each with a title, location, audience, and a brief description. The results are: "Study Strategies >", "Study Strategies - Remote learning >", "Sustainability at Miami >", and "Note Taking >".

Filter Category	Filter Item	Count
Locations	All Locations	48
	Oxford Campus	22
	Regional Campuses	7
Audiences	Everyone	27
	Faculty/Staff	0
	Students	42
Types Of Care	Education	52
	Emergency	0
	Organized Activities	12
	Personalized Care	10
	Self-Guided	28

Result Title	Location	Audience	Description
Study Strategies >	All Locations	Students	Information from the Rinella Learning Center to help you develop improve your studying to better understand material and later recall information.
Study Strategies - Remote learning >	All Locations	Students	Information from the Rinella Learning Center to help you adjust study habits and strategies for any online classes.
Sustainability at Miami >	All Locations	Everyone	Miami's sustainability commitments and ways you can get involved with creating a more sustainable future.
Note Taking >	All Locations	Students	



Wellness Navigator



Miami University Wellness Navigator

Connecting you to campus health and safety resources.

It's important to take care of your physical, mental, and emotional health as you navigate university life. Miami University offers a variety of resources to support your well-being. See what support options are available for you.

Before we get started, what is your home campus?

Oxford

Regional (Hamilton, Middletown, VOA)

Luxembourg

Other (I am not a student)



The Wellness Navigator will help you find resources to address mental health concerns. It is not uncommon to be faced with challenges or emotional distress during college, and getting connected to the right information quickly can help. Which of the following best describes your situation?

Thoughts of suicide.

I'm concerned about my alcohol, tobacco, or other drug use.

I think (or know) I'm depressed.

I'm having a lot of anxiety or stress.

Something else.



Partners in the Work

Mental Health is an institutional priority



STUDENT LIFE

Other Campus Initiatives

- Dean of Students and CARE reports
- Incubator fund collaborations
- Regional campus efforts



[MiamiOH.edu/StudentConcern](https://miamiOH.edu/StudentConcern)



Summary

The emotional well-being of all university community members bolsters the engaged scholarship, creativity, and innovation on which the university thrives. Our collective efforts are integral to creating a campus where mental health is prioritized and everyone feels empowered to seek support when needed.



Questions?

John Ward, PhD
513-529-4634, wardja2@MiamiOH.edu
MiamiOH.edu/counseling



STUDENT LIFE

Enrollment Management and Student Success Update Board of Trustees Meeting

February 2025



ENROLLMENT MANAGEMENT
AND STUDENT SUCCESS



Oxford First Year Enrollment Update



ENROLLMENT MANAGEMENT
AND STUDENT SUCCESS

Fall 2025 Applications

Residency

	2021	2022	2023	2024	2025	Δ 2024 to 2025
Non-Resident	16,207	15,738	18,988	20,356	22,914	12.6%
Domestic Non-Resident	14,013	13,100	14,935	16,180	18,796	16.2%
International	2,194	2,638	4,053	4,176	4,118	-1.4%
Ohio Resident	14,255	14,999	16,230	17,567	19,030	8.3%
Grand Total	30,462	30,737	35,218	37,923	41,944	10.6%

Data as of February 16



Fall 2025 Applications

Academic Division

	2021	2022	2023	2024	2025	Δ 2024 to 2025
College of Arts and Science	12,433	11,836	12,149	12,830	13,973	8.9%
Farmer School of Business	8,056	8,457	9,717	10,600	12,116	14.3%
College of Engineering and Computing	4,147	4,275	5,423	5,806	5,874	1.2%
College of Education, Health and Society	2,690	2,780	3,746	3,932	4,449	13.1%
College of Creative Arts	1,670	1,761	2,061	2,171	2,083	-4.1%
NURSING	1,466	1,628	2,122	2,584	3,449	33.5%
Grand Total	30,462	30,737	35,218	37,923	41,944	10.6%

Data as of February 16



Fall 2025 Admits

Residency

	2021	2022	2023	2024	2025	Δ 2024 to 2025
Non-Resident	10,893	11,893	12,604	14,007	14,460	3.2%
Domestic Non-Resident	10,310	10,987	12,042	12,851	13,728	6.8%
International	583	906	562	1,156	732	-36.7%
Ohio Resident	9,727	11,518	13,314	13,794	13,283	-3.7%
Grand Total	20,620	23,411	25,918	27,801	27,743	-0.2%

Data as of February 16



Fall 2025 Admits

Academic Division

	2021	2022	2023	2024	2025	Δ 2024 to 2025
College of Arts and Science	9,261	10,313	10,375	11,768	12,507	6.3%
Farmer School of Business	5,477	6,089	6,947	6,743	6,236	-7.5%
College of Engineering and Computing	2,677	2,990	3,419	3,904	3,809	-2.4%
College of Education, Health and Society	1,840	2,116	2,851	3,014	3,310	9.8%
College of Creative Arts	1,016	1,256	1,445	1,163	1,134	-2.5%
NURSING	349	647	881	1,209	747	-38.2%
Grand Total	20,620	23,411	25,918	27,801	27,743	-0.2%

Data as of February 16



Fall 2025 Confirmations

Residency and Pathways

	2021	2022	2023	2024	2025	Δ 2024 to 2025
Non-Resident - Oxford	251	279	280	283	320	13.1%
Domestic Non-Resident	244	269	260	248	290	16.9%
International	7	10	20	35	30	-14.3%
Ohio Resident - Oxford	623	603	636	747	776	3.9%
Grand Total - Oxford	874	882	916	1,030	1,096	6.4%
Pathways	0	0	12	27	36	33.3%
<i>Grand Total – Oxford & Pathways</i>	874	882	928	1,057	1,132	7.1%

Data as of February 16



Fall 2025 Confirmed

Academic Division





	2021	2022	2023	2024	2025	Δ 2024 to 2025
College of Arts and Science	347	332	306	352	419	19.0%
Farmer School of Business	281	278	279	335	326	-2.7%
College of Engineering and Computing	65	80	101	102	104	2.0%
College of Education, Health and Society	110	105	133	142	126	-11.3%
College of Creative Arts	48	57	55	50	57	14.0%
NURSING	22	30	42	49	64	30.6%
Grand Total	873	882	916	1,030	1,096	6.4%

Data as of February 16



Yield Efforts

Tactics are very similar to last year's, without the challenges of managing FAFSA uncertainty.

-  **DIVISIONAL EVENTS:** We continue to add tours/sessions tailored to student interests.
-  **FAMILY PROGRAMS:** Student health and wellness, orientation, housing.
-  **EXPLORATORY STUDIES PROGRAMS:** Tailored communications and events for students who did not get into FSB or nursing.
-  **PATHWAYS:** We will partner with the Student Success Center to offer more robust communications and events throughout the spring and summer.

{VISITS AND EVENTS}

Registrations for Make it Miami are up 16% over last year at this time. Over 900 students have attended Red Brick Roadshows this year.



Transfer Update



ENROLLMENT MANAGEMENT
AND STUDENT SUCCESS

Spring 2025 Transfer First Day Enrollment

	2023	2024	2025	Δ 2024 to 2025
Two-Year Colleges				
Applications	92	67	87	29.9%
Admits	56	45	53	17.8%
Confirms	21	25	28	12.0%
Four-Year Colleges				
Applications	197	201	231	14.9%
Admits	125	129	147	14.0%
Confirms	64	79	77	-2.5%
International/Other Colleges				
Applications	384	366	424	15.8%
Admits	68	53	40	-24.5%
Confirms	6	17	7	-58.8%
Total				
Applications	673	634	742	17.0%
Admits	249	227	240	5.7%
Confirms	91	121	112	-7.4%

Data as of January 27



Fall 2025 Transfer

	2023	2024	2025	Δ 2024 to 2025
Two-Year Colleges				
Applications	118	116	109	-6.0%
Admits	61	71	53	-25.4%
Confirms	10	13	11	-15.4%
Four-Year Colleges				
Applications	184	215	193	-10.2%
Admits	67	115	85	-26.1%
Confirms	8	17	12	-29.4%
International/Other Colleges				
Applications	383	440	417	-5.2%
Admits	5	46	17	-63.0%
Confirms	-	4	3	-25.0%
Total				
Applications	685	771	719	-6.7%
Admits	133	232	155	-33.2%
Confirms	18	34	26	-23.5%

Data as of February 16



Graduate Admission Update



ENROLLMENT MANAGEMENT
AND STUDENT SUCCESS

Spring 2025 New Graduate First Day Enrollment

	2023	2024	2025	Δ 2024 to 2025
Fee Paying Programs *				
Applications	92	104	129	24.0%
Admits	69	72	103	43.1%
Confirms	55	54	69	27.8%
BA/MA				
Applications	42	51	46	-9.8%
Admits	38	42	39	-7.7%
Confirms	35	37	32	-13.5%
Total				
Applications	282	316	375	18.7%
Admits	209	197	264	34.0%
Confirms	149	136	135	-0.7%

* Fee Paying programs are degree programs where less than 50% of tuition and fees are paid by a graduate assistantship or other internal funds. This includes all Market Driven Tuition, all online and some on-campus programs

Data as of January 27



Fall 2025 Graduate Update

	2023	2024	2025	Δ 2024 to 2025
Fee Paying Programs *				
Applications	261	459	472	2.8%
Admits	139	245	231	-5.7%
Confirms	88	165	165	0.0%
BA/MA				
Applications	92	98	134	36.7%
Admits	63	80	105	31.3%
Confirms	53	71	84	18.3%
Total				
Applications	2,029	2,543	2,898	14.0%
Admits	499	597	618	3.5%
Confirms	203	273	273	0.0%

* Fee Paying programs are degree programs where less than 50% of tuition and fees are paid by a graduate assistantship or other internal funds. This includes all Market Driven Tuition, all online and some on-campus programs

Data as of February 16



Regionals Enrollment Update



ENROLLMENT MANAGEMENT
AND STUDENT SUCCESS

Spring 2025 Regionals First Day Enrollment

	2023	2024	2025	Δ 2024 to 2025
Hamilton				
Applications	186	144	166	15.3%
Admits	96	92	96	4.3%
Registered	44	62	68	9.7%
Middletown				
Applications	163	139	115	-17.3%
Admits	102	103	59	-42.7%
Registered	38	59	27	-54.2%
Total				
Applications	349	283	281	-0.7%
Admits	198	195	155	-20.5%
Registered	82	121	95	-21.5%

Data as of January 27



Fall 2025 Regionals Update

	2023	2024	2025	Δ 2024 to 2025
Hamilton				
Applications	544	489	535	9.4%
Admits	399	340	368	8.2%
Confirms	220	172	220	27.9%
Middletown				
Applications	299	240	242	0.8%
Admits	213	169	164	-3.0%
Confirms	138	104	102	-1.9%
Total				
Applications	843	729	777	6.6%
Admits	612	509	532	4.5%
Confirms	358	276	322	16.7%

Data as of February 16



Admission Test Requirement Policy Update



ENROLLMENT MANAGEMENT
AND STUDENT SUCCESS



Test Score Requirements: Brief History and Context

Test scores were required for admission to Oxford as a part of admission review until Fall 2021

In the pandemic, almost all selective colleges and universities, including Miami, suspended test score requirements

As of today, no IUC school has returned to requiring test scores as a part of admission review

The national trend is to maintain test optional with some exceptions including:

- 5 out of 8 Ivy Leagues
- 4 out of 11 top privates
- 9 out of 25 top publics (Note: 3 are in states that required scores in COVID)

Enrollment Trends at Miami Post-Test Optional

- Applications have increased 56.6%
 - First-generation applications have increased by 154%
 - Average GPA is 3.82 vs. 3.85
- Admit rate has decreased from 92% to 75%
- Retention rate has increased from 89.2% to 90.1%
 - Retention trends were an important factor in determining a permanent policy

Test Score Policy and Practices Fall 2026 and beyond

Miami University-Oxford will make permanent the test optional policy

Test scores will still be welcomed as a part of holistic and contextual review

- For select programs, the Office of Admission may utilize more scrutiny of factors such as GPA, curriculum rigor, and AP scores when a test score is not provided

Students will continue to be enrolled in student success programming that has a track record of canceling out calculated retention risks

Workday Student Update



ENROLLMENT MANAGEMENT
AND STUDENT SUCCESS



WORKDAY STUDENT CHANGES

- Stricter enforcement of home campus designation and course registrations by Program of Study
- Integrated Academic Progress Report will replace uAchieve/DARS
- More consistent billing and course registration management for Market Driven Tuition programs
- Dual System of Record overlap during Fall 2025 to Fall 2026 transition period



External System Changes

Replaced by Workday

- Banner
- uAchieve - DARS
- Photo Roster
- Withdrawal app
- Change of Program app
- Course Repeat app
- Re-enrollment app
- Student info FERPA app
- eCRT Effort Reporting
- Academic Advisor Assignment
- BDM (for most student docs)

Keeping

- Canvas
- Slate
- EAB Navigate
- CourseLeaf – CIM & CAT
- Nelnet – Student Payments
- Flywire – International Payments
- National Student Clearinghouse
- Terradotta
- The Hub
- 25Live
- Maxient
- Handshake
- ESCI (1098-T processing)
- eCampus
- Sunapsis
- myMiami
- Cayuse Grant Manager

Still Under Review

- LobbyCentral
- Paver
- Teamworks/ARMS
- AIM
- Cvent
- Grade Submission
- TutorTrac





Thank you



ENROLLMENT MANAGEMENT
AND STUDENT SUCCESS



February 2025

Admission Rate Context and History

What is Admission Rate?



THE ARITHMETIC TELLS THE STORY

Admission Rate is a Simple Formula...

$$\frac{\text{ADMISSION}}{\text{APPLICATION}} = \text{ADMIT RATE}$$



THE ARITHMETIC TELLS THE STORY BY LOCATION

...Calculated Differently in Different Places

Applicant pool

Definition of a complete application

The reaction to the COVID-19 Pandemic

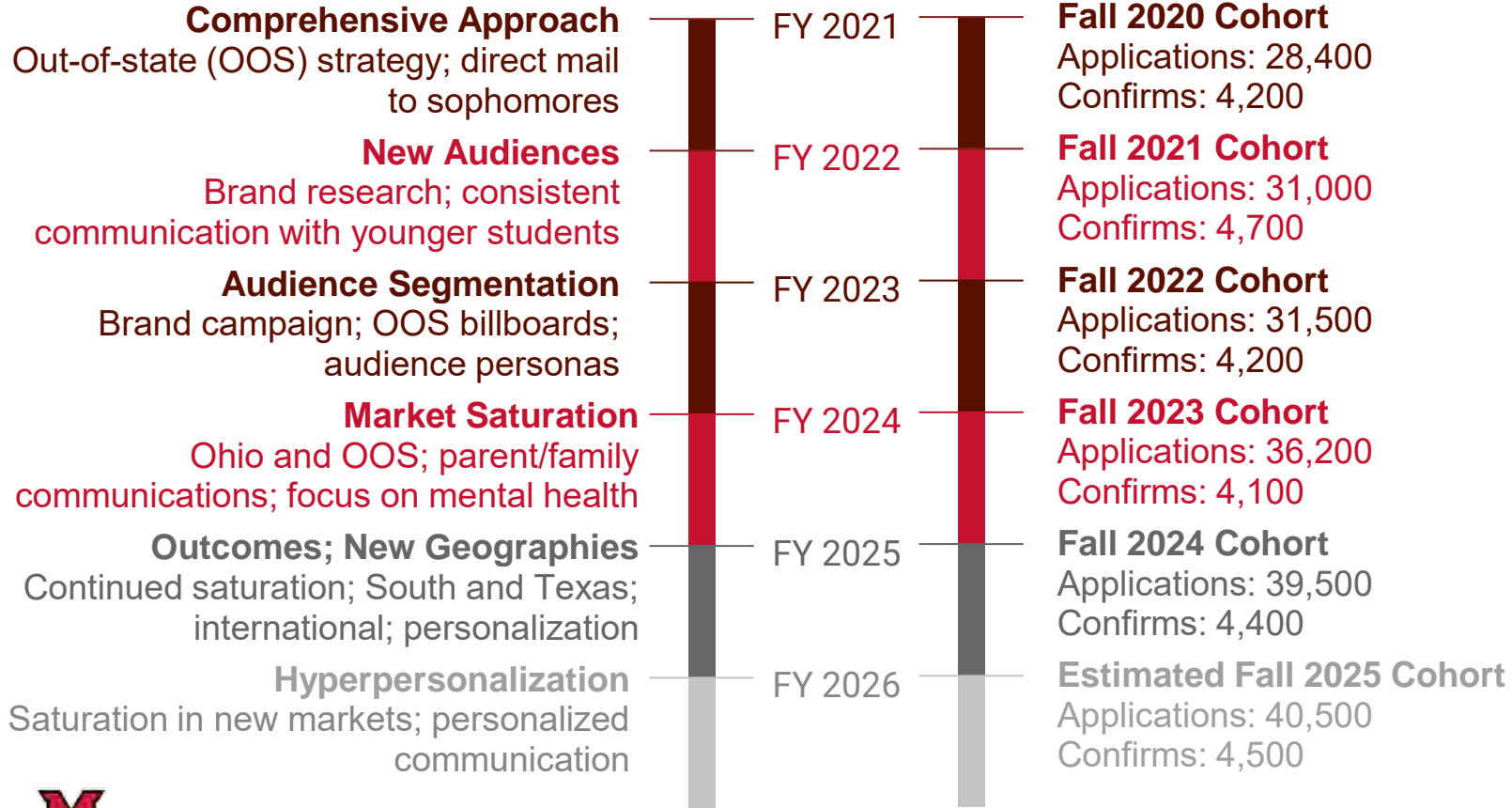
The use of internal applicant scoring

Moving applicants to alternate programs, campuses or locations

Driving Applications



Key Marketing Tactics by Year



Strategies to Drive Applications

EMSS and UCM partner to

- Reach prospective students **earlier**
- Build trust with students' **parents/families**
- Invest in **omnichannel marketing** in key markets
- **Personalize** content and provide useful information
- Assess campaigns and **measure results** to optimize performance
- Build **personal relationships** with students and families



Earlier Outreach

Explore Miami University:
You just have to
see for yourself!

No. 3
College Town
IN THE U.S.

It's time to search for the college where you belong! Here at Miami, you will experience a superior education, creativity, and community — all in a campus setting that offers beautiful perspectives and lively traditions. And, since employers and graduate schools love Miami students, a Miami education is an investment that pays dividends for a lifetime.

We offer campus visit programs throughout the year. Check out how Miami can help you achieve your academic and professional goals and set you up for a bright future.

Discover Miami
MiamiOH.edu/visit

MIAMI UNIVERSITY
OFFICE OF ADMISSION (MSC1000)
301 South Campus Avenue
Oxford, OH 45056-1634

Greetings from
MIAMI
~~Florida~~
Oxford, Ohio



Current Sophomore inquiries:

- **+69%** for entry year 2027 vs. entry year 2026
- Non-Resident: **+79.3%**

Current junior inquiries:

- **+52.8%** for entry year 2026 vs. entry year 2025
- Non-Resident: **+61.9%**



Parent/Family Communication

- Parents are top influencers in student college choice
- We communicate with families directly as early as ninth grade
- We are actively pursuing expanding our parent audience



Find your
PERFECT PLACE

THE POWER TO STAND OUT

BE THE BEST version of you

35+
PROGRAMS TO EARN A BACHELOR'S AND MASTER'S IN 4 OR 5 YEARS

Top 30
OF ALL U.S. UNIVERSITIES FOR ALUMNI WEALTH

No. 35
BEST COLLEGES FOR FUTURE LEADERS

No. 15
FOUR-YEAR GRADUATION RATE AMONG PUBLIC UNIVERSITIES

99% POST-GRADUATION SUCCESS RATE

Abbey Stultzfus '24
Double Majors: Political Science, Sociology
"When I was in high school, I pictured a place where I belonged, where I could grow, and where I could find myself. I feel like Miami is just that place."

D.J. Henry '24
Major: Marketing
"The first time I stepped on campus was a magical experience. It felt very at home to me. I felt like I belonged at Miami University."

Eric Kronz '24
Major: Mechanical Engineering; Co-Major: Sustainability
"With Career Fair coming up, I've had employers reaching out to me almost every day throughout the week leading up to it."

Prepare for an **AMAZING FUTURE**





Omnichannel Marketing and Multimedia

- Investment in outreach across platforms and media
 - Owned Media: Email/SMS, Web, Social Media
 - Paid Advertising: Digital, Out-of-Home, Broadcast, Over-the-Top TV
 - Earned: News media coverage, Organic and User-Generated Social Media
 - Other: Postal Mail, Third-Party College Search Platforms



Personalized Content



Overcome challenges.
Blaze your own trail.

"I joined RedHawk Ventures the fall of my sophomore year. Coming in as someone who knew they wanted to be involved with entrepreneurship to someone who has really gotten a view of where they want their career to go has been my most rewarding part of my college career."

Jack Marks '24
Major: Marketing

You're driven to lead. Discover your
clear path to a successful career!



Apply to excel!
MiamiOH.edu/apply



Check out these video stories
from Jack and other
recent Marks grads.
MiamiOH.edu/class-of-2024



OFFICE OF ADMISSION (HSC1003)
301 South Campus Avenue
Oxford, OH 45056-1434



Useful Information



MIAMI UNIVERSITY

Maximize Your Success

AT MIAMI, YOU WILL

Merit scholarship opportunities

When you apply for admission to Miami University by our Dec. 1 priority application deadline, you will automatically be considered for merit scholarships, based on the criteria below. Students who apply later will be considered as resources allow.

Fall 2024 Merit Scholarships

WEIGHTED HIGH SCHOOL GPA	NON-OHIO RESIDENT ANNUAL VALUE
4.30+	Starting at \$4,000
3.95 to 4.29	Starting at \$2,000
3.75 to 3.94	Starting at \$2,000
3.50 to 3.74	Starting at \$1,000

SERIOUS EARNING POTENTIAL

Now and forever

HIT THE GROUND RUNNING

Far and wide

Recent Miami grads have earned impressive titles such as:

- GLOBAL OPERATIONS MANAGER (FACEBOOK)
- CO-FOUNDER & CHIEF CREATIVE OFFICER (SUPREMACY)
- ASSOCIATE PRODUCER (JERRY KIRKOL LIVE!)
- FOREIGN SERVICE OFFICER (U.S. DEPARTMENT OF STATE)
- CO-FOUNDER (KAD RABBIT)
- DIRECTOR OF TECHNOLOGY (HUGOBULL)
- EPIDEMIOLOGIST (CINCINNATI CHILDREN'S HOSPITAL)
- RESEARCH ENGINEER (NASA)

WEIGHTED HIGH SCHOOL GPA	OHIO RESIDENT ANNUAL VALUE
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3.95 to 4.29	Starting at \$2,000
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Apply by Dec. 1 for full consideration
MiamiOH.edu/merit

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Assessments and Metrics

Campaign Performance

- Advertising
 - cost per click, click through rate, exposure, impressions, etc.
- Website
 - traffic, unique visitors, conversion, bounce rate, etc.
- Social Media
 - engagement rate, share of voice, reach, follower, etc.
- Email
 - open rate, click through rate, unsubscribe rate, etc.



Assessments and Metrics

Big Picture Performance

- Applications
 - Increased in every state with advertising (except CO)
 - Applications are up more than 20% in 12 of 19 states
- Confirmations
 - Up 6% in states with advertising and down -8% in states without advertising since 2022
- Yield
 - Yield rate was 2 percentage points higher on average in states with advertising vs states without advertising



Fall 2025 Applications

Markets and States

		2021	2022	2023	2024	2025	Change Year Over Year
Primary	Connecticut	512	406	489	528	569	7.8%
	Illinois	3,544	3,296	3,972	4,050	4,949	22.2%
	New York	721	698	771	867	1,112	28.3%
	Subtotal	4,777	4,400	5,232	5,445	6,630	21.8%
Secondary	Minnesota	351	405	386	402	474	17.9%
	Missouri	468	449	466	473	451	-4.7%
	Wisconsin	262	227	233	274	324	18.2%
	Subtotal	1,081	1,081	1,085	1,149	1,249	8.7%
Tertiary	California	551	508	540	535	565	5.6%
	Maryland	515	423	451	435	544	25.1%
	Massachusetts	475	413	461	558	699	25.3%
	New Jersey	475	396	431	490	683	39.4%
	Pennsylvania	651	655	737	834	950	13.9%
	Texas	250	239	288	350	422	20.6%
	Subtotal	2,917	2,634	2,908	3,202	3,863	20.6%
Ohio		14,294	15,040	16,274	17,556	19,140	9.0%
Other/International		7,327	7,420	9,614	10,317	10,929	5.9%
Grand Total		30,396	30,575	35,113	37,669	41,811	11.0%

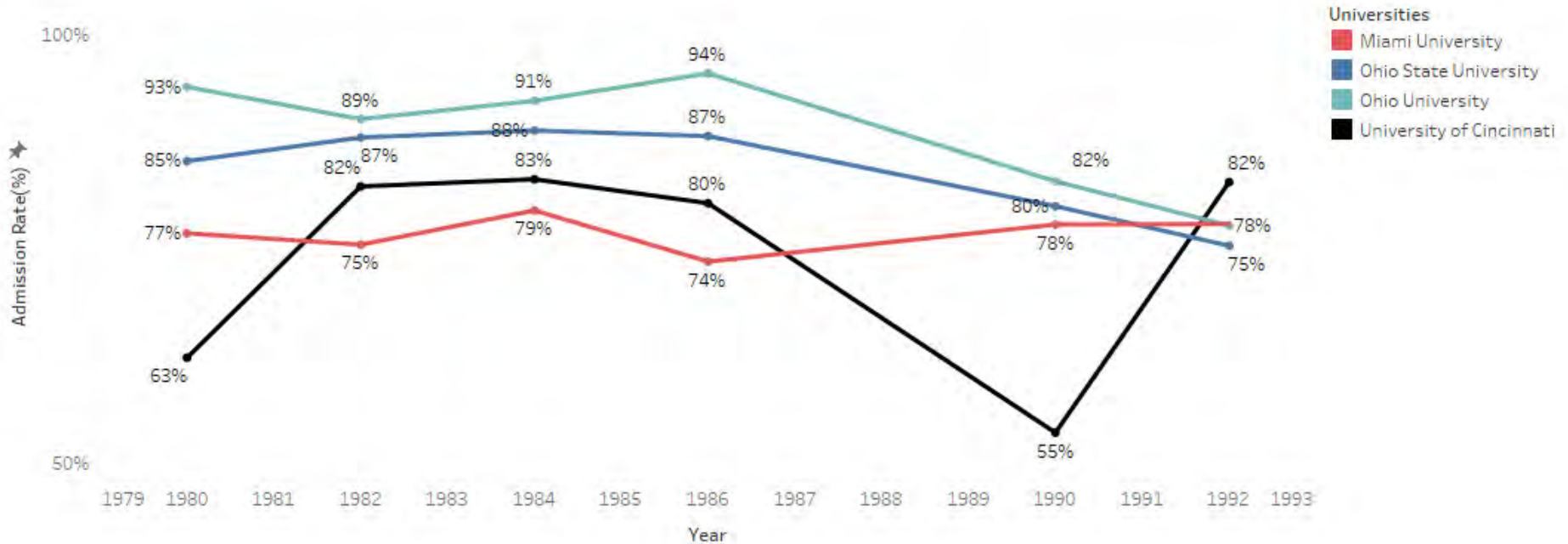
Data as of February 9
Reflects students' state at time of application.



Reviewing the Data History and Context



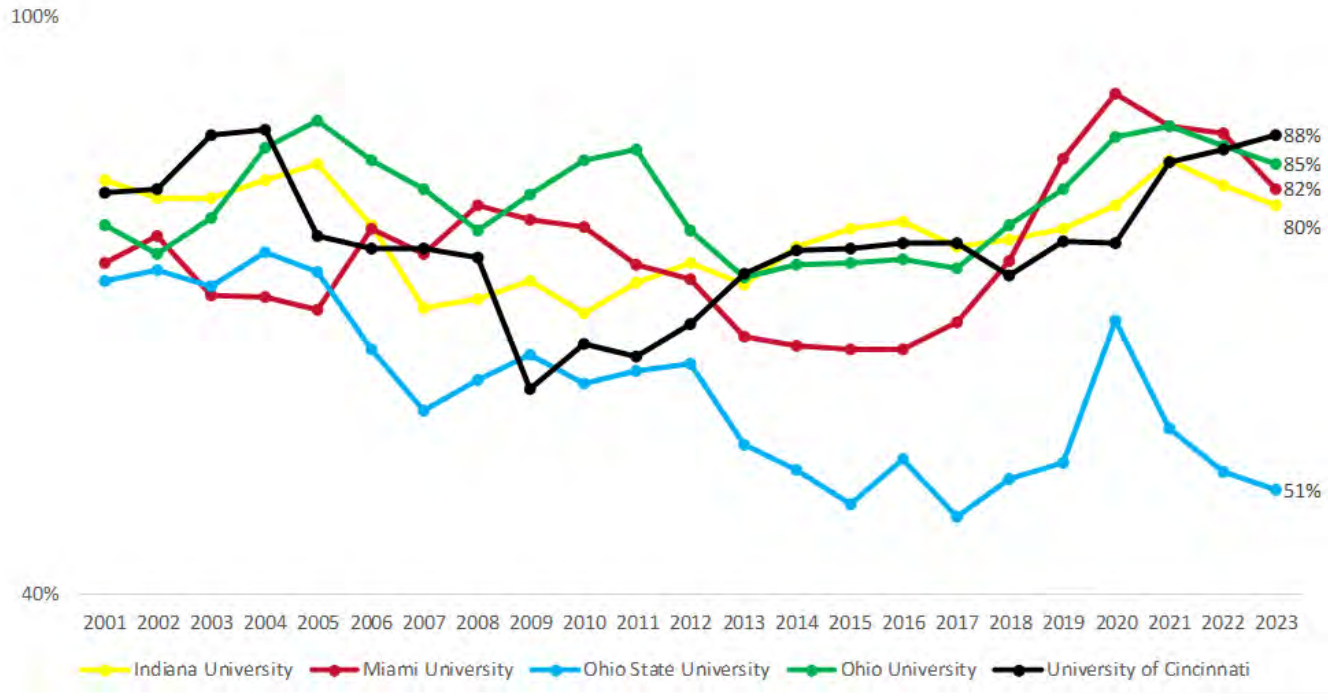
Historical Admit Rate Data for Miami University



* Source: Basic Data Series, Ohio Board of Regents, 1981, 1983, 1985, 1987, 1993



Miami University in Context of Our Peers



* Source: Integrated Postsecondary Education Data System. 2001 was first year of admit rate data collection



Miami University in Context of Our Peers 2019 – 2023

	2019	2020	2021	2022	2023
Miami University	85.3%	92.0%	88.6%	87.9%	82.1%
Indiana University	77.9%	80.4%	85.0%	82.4%	80.4%
Ohio State University	53.7%	68.5%	57.2%	52.7%	50.8%
Ohio University	82.1%	87.5%	88.6%	86.5%	84.8%
University of Cincinnati	76.7%	76.4%	84.8%	86.2%	87.7%

Source: Integrated Postsecondary Education Data System



Questions?





NEWS AND UPDATES

University Communications and Marketing

FEBRUARY 2025



▲ Players and coaches enjoying their Snoop Dogg Arizona Bowl win.

BOWL GAME VICTORY SPARKS INTEREST IN MIAMI

With the RedHawks football team being crowned as Snoop Dogg Arizona Bowl champions, media and marketing results added to the celebration. From Dec. 8 to Dec. 31, 2024, UCM measured an estimated ad value totaling more than \$225 million.

One day after the bowl game win, Miami saw an increase in point-in-time admission confirmations of 266%. Three days after the game, Miami saw a 12.6% year-over-year increase in domestic applications for fall 2025, as well as a 46% year-over-year increase in students confirming their enrollment. These results showcase the value of brand and athletics marketing.

UCM PARTNERS WITH DIVISIONS TO CREATE eNEWSLETTERS

Miami University Regionals, Innovation and Research, and the Graduate School, along with the Colleges of Arts and Science; Creative Arts; Education, Health, and Society; Engineering and Computing; and the Farmer School of Business worked collaboratively to launch an eNewsletter system to publicize the achievements of each division. The first editions

of these eNewsletters were sent in January.

With a goal of improving reputation scores and national rankings, each eNewsletter contains a collection of stories highlighting the division's awards, research, and influence. More than 1,500 vice presidents, deans, and senior faculty around the nation will receive the eNewsletters on a quarterly basis.

MARKETING BOLSTERS GRADUATE SCHOOL APPLICATIONS

In 2022, UCM assumed responsibility for marketing the Graduate School — focusing on increased awareness of, and applications for, targeted programs. By 2024, graduate applications had increased 24.5% over 2022, and applications for 2025 are on track for another record year. As of Jan. 15, 2025, graduate applications were up 23.5% compared to the same time in 2024, an increase of 52.7% over 2022.

Each year, UCM partners with the Graduate School, the Office of

STRONG START

23.5%

MORE APPLICATIONS
JANUARY 2025 VS. 2024

Admission, and academic divisions to prioritize graduate programs for marketing — supporting over 20 programs with digital advertising, program-specific emails, and other communication initiatives.

COMMUNITY ENGAGEMENT YIELDS MILLIONS IN PR VALUE

In an effort to build awareness in the Cincinnati area, UCM has engaged in partnerships with community organizations and recognizable partners in the region.

Miami's sponsorship of the Cincinnati Reds "Bark in the Park" night resulted in 230,000 social media impressions, a TV broadcast that reached 100,000 viewers, and 22,000 fans who attended

the game. This strategic investment returned more than \$4 million in PR value.

Other partnerships include high school scoreboards and football coverage, signage at the Spooky Nook sports facility in Hamilton, the iHeart Radio Make-a-Wish fundraiser, and television coverage of the solar eclipse and election results.



▲ President Greg and Dr. Renate Crawford at Great American Ball Park with their dogs Newton and Ivy.

UCM'S GOAL To establish and grow Miami University's influence, reputation, and ranking as a leading public university that prepares students for lifelong success in a vibrant campus community that values academic rigor, character, intellect, and serving the public good. Miami University's success depends upon messaging and visual identity strategies that are compelling and consistent across all communication outlets in order to grow enrollment and increase brand awareness.



Marketing by the numbers

Nov. 16, 2024 - Jan. 31, 2025

SOCIAL MEDIA

26M

Total social media impressions on the university's primary accounts

X 190K Instagram 8.1M TikTok 1.3M

Facebook 15.6M LinkedIn 936K

452K

Total social media engagements

X 5.7K Instagram 198K TikTok 60K

Facebook 126K LinkedIn 61K

633K

Total social media followers

X 61K Instagram 105K TikTok 114K

Facebook 119K LinkedIn 234K

WEBSITE

2.9M

Total website users

1.8M

New website users

17M

Website page views

422K

Organic clicks (Google)

8.8M

Search impressions

CONVERSION TRACKING

42,832

Applications from Sept. 1, 2024 - Feb. 10, 2025

4,191

Requests for information

Social Media top highlights

Nov. 16, 2024 - Jan. 31, 2025

20.5K Total engagements



1.5K Total engagements



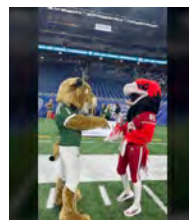
13.7K Total engagements



11.1K Total engagements



8.7K Total engagements



News by the numbers

Nov. 16, 2024 - Jan. 31, 2025

212

News media pitches

95.4M

News reach

4,306

News mentions

\$14M

PR value

1,739

National news media mentions

The Conversation

11

Articles
67 articles
May 1, 2023 -
Jan. 31, 2025

10

Authors
36 authors
May 1, 2023 -
Jan. 31, 2025

113

Publishers
215 publishers
May 1, 2023 -
Jan. 31, 2025

228,458

Reads

2.1M reads
May 1, 2023 -
Jan. 31, 2025

Merit

7.4K

Personalized student stories

2.6K

Student achievement press releases sent via Merit

18.7M

Merit-generated impressions on social



EXECUTIVE COMMITTEE of UNIVERSITY SENATE

Liz Mullenix, , Chair & Provost, University Senate
Rosemary Pennington, Chair, Senate Executive Committee
Nathan French, Chair Elect, Senate Executive Committee
Tracy Haynes, Past Chair, Senate Executive Committee

University Senate Website: [https://www.miamioh.edu/academic affairs/university senate](https://www.miamioh.edu/academic%20affairs/university%20senate)

February 17, 2025

To: Board of Trustees, Academic and Student Affairs Committee
From: Rosemary Pennington, Chair, Senate Executive Committee
RE: University Senate Report to Board of Trustees December 11, 2024 Meeting

Executive Committee of University Senate membership:

- Rosemary Pennington,(Media, Journalism, & Film), Chair
- Nathan French,(CAS), Chair Elect
- Tracy Haynes (Biology), Past Chair
- Brad Goldie,(FSB), At Large Member
- Troy Travis, Staff Member
- Will Brinley, (Student Body President), Undergraduate
- Mastano Dzimbiri, Graduate Student
- Liz Mullenix, Chair & Provost, University Senate
- Elise Radina, (Associate Provost), Secretary of University Senate
- Tammy Patterson, (Assistant for Admin Services), Recording Secretary

The following summarizes items of University Senate Business conducted since the Executive Committee submitted a report to the Board of Trustees on February 17, 2025.

- **New Business, Special Reports and Updates delivered to University Senate:**

- **February 10, 2025**

- SR 25-08 Sense of the Senate Resolution: Pause Implementation of New Workload Guidelines - Cathy Wagner, Ph.D., English Professor, and Ginny Boehme, Science Librarian; Associate Librarian
- SR 25-09 Sense of the Senate Resolution: Affirming the Role of Shared Governance in Drafting Workload Guidelines - Liz Wardle, Roger and Joyce Howe Distinguished Professor of Written Communication and Director, Howe Center for Writing Excellence, and Kevin Reuning, Associate Professor, Political Science, Center for Analytics and Data Science
- Electrical and Computer Engineering - Master of Engineering, Tim Cameron, Associate Dean and Professor - **Presented but not voted on**
- Engineering - Doctor of Philosophy, Tim Cameron, Associate Dean and Professor - **Presented but not voted on**

- **Approved Minors, Revisions to existing degrees, name changes and University Policies received and approved on the University Senate consent calendars:**

- **February 10, 2025**

- Revisions to Existing Majors -CIT - Computer and Information Technology, Associate in Applied Science
- Revision to Existing Major- CIT - Cybersecurity & Networking, Bachelor of Science in Information Technology
- Revision to Existing Major- CIT - Information Technology, Bachelor of Science in

Information Technology

- Revision to Existing Major- IMS - Games + Simulation, Bachelor of Science
- Revision to Existing Major- KNH -Nutrition, Bachelor of Science in Kinesiology, Nutrition and Health
- Revision to Existing Major- MJF - Media and Communication, Bachelor of Arts
- Revision to Existing Major- ART - Bachelor of Arts in Art
- Revision to Existing Minors - ART - Communication Design Minor
- Revision to Existing Minors - CSE - Computer Science Minor
- Revision to Existing Minors - CSE - Deep Learning and Artificial Intelligence Minor
- Revision to Existing Minors - ESP - Entrepreneurship Minor
- Revision to Existing Minors - GIC - Comparative Race and Ethnic Studies Minor
- New Certificate - EDP - Learning, Cognitive, and Brain Sciences Graduate Certificate
- New Certificate - ENG - Computational Linguistics Certificate
- Revision of Existing Certificate - MKT/KNH - Healthcare Sales Certificate

● Senate Resolutions

- SR 25-08 Sense of the Senate Resolution: Pause Implementation of New Workload Guidelines - Cathy Wagner, Ph.D., English Professor, and Ginny Boehme, Science Librarian; Associate Librarian
- SR 25-09 Sense of the Senate Resolution: Affirming the Role of Shared Governance in Drafting Workload Guidelines - Liz Wardle, Roger and Joyce Howe Distinguished Professor of Written Communication and Director, Howe Center for Writing Excellence, and Kevin Reuning, Associate Professor, Political Science, Center for Analytics and Data Science

SR 25-08
Sense of the Senate Resolution:
Pause Implementation of New Workload Guidelines
February 24, 2025

WHEREAS Miami University administration has circulated a document with the title “Faculty Workload Guidelines. Oxford Campus. December 3, 2024 DRAFT,” and is in the process of implementing new workload assignments, and

WHEREAS the December 3 Draft states that it incorporates a “new methodology” for categorizing faculty activity, introducing wholly new vocabulary, percentages, and criteria to place faculty into one of seven new “faculty type” categories, and

WHEREAS the December 3 Draft deviates from existing University policy, for example by placing advising under service rather than under teaching (MUPIM 7.4; OAC 3339-7-04; ORC 3345.45), and

WHEREAS Miami University Policy ([MUPIM 5.6](#), OAC-3339-5-06) states that “there is no policy on teaching load that applies absolutely throughout the University,” that “within academic divisions and departments, differences in teaching load reflect the differing commitments to research, administration, teaching, and the tenure and experience of the instructional staff, as well as the differing market conditions, accrediting standards, and academic traditions of the disciplines,” and that, furthermore, the University Senate has review over changes to that policy, and

WHEREAS the Enabling Act declares University Senate to be “the primary University governance body where students, faculty, staff, and administrators debate University issues and reach conclusions on the policies and actions to be taken by the institution. It is the legislative body of the University in matters involving educational programs, requirements, and standards; [and] faculty welfare...,” and

WHEREAS the “[Faculty Workload Norms](#)” web page published by Academic Affairs cites [University Senate actions](#) on March 22, 2010 and in 2008, indicating then-Provost

Jeffrey Herbst's work before Senate, COAD, divisional committees, and Faculty Assembly to establish these norms through shared governance (including a Senate vote and stipulating an annual review by University Senate), and

WHEREAS departments have existing governance on workload assignments approved through normal channels that has not been updated, and yet assignments are currently being made according to different guidelines that are not part of approved governance; and

WHEREAS although the new workload guidelines and criteria have implications for educational programs, faculty welfare, evaluation and promotion, and potentially discipline and discharge, they have not been presented to Senate for review,

RESOLVED: that Miami University administration shall pause implementation of new workload guidelines until after the Provost has made a full presentation to Senate—including furnishing the peer comparison data that informs the guidelines—and Senate has had the opportunity for questions, discussion, and further action under established shared governance procedures.

SR 25-09
Sense of the Senate Resolution:
Affirming the Role of Shared Governance in Drafting Workload Guidelines
February 24, 2025

WHEREAS Miami University administration has circulated a document with the title “Faculty Workload Guidelines. Oxford Campus. December 3, 2024 DRAFT,” and is in the process of implementing new workload assignments, and

WHEREAS the December 3 Draft states that it incorporates a “new methodology” for categorizing faculty activity, introducing wholly new vocabulary, percentages, and criteria to place faculty into one of seven new “faculty type” categories, and

WHEREAS a need exists to establish a consistent pathway in shared governance for ensuring that faculty workloads meet institutional needs, comply with state laws, and are equitable while comporting with differences in disciplines and faculty roles, and

WHEREAS, according to the Enabling Act, the Board of Trustees “has delegate[d] to the Senate primary responsibility for curriculum, programs, and course offerings and advisory responsibility on all matters related to Miami University,” and whereas adjustments to workload norms will alter course offerings and curriculum planning at the university, and

WHEREAS the Enabling Act further declares University Senate to be “the primary University governance body where students, faculty, staff, and administrators debate University issues and reach conclusions on the policies and actions to be taken by the institution [and is] the legislative body of the University in matters involving educational programs, requirements, and standards [and] faculty welfare...,” and

WHEREAS Miami University Policy (MUPIM 5.6, OAC-3339-5-06) states that “there is no policy on teaching load that applies absolutely throughout the University,” that “within academic divisions and departments, differences in teaching load reflect the differing commitments to research, administration, teaching, and the tenure and experience of the instructional staff, as well as the differing market conditions, accrediting standards, and academic traditions of the

disciplines,” and that, furthermore, the University Senate has review over changes to that policy, and

WHEREAS the [“Faculty Workload Norms”](#) web page published by Academic Affairs cites [University Senate actions](#) on March 22, 2010 and in 2008, indicating then-Provost Jeffrey Herbst’s work before Senate, COAD, divisional committees, and Faculty Assembly to establish these norms through shared governance (including a Senate vote and stipulating an annual review by University Senate), and

WHEREAS the new guidelines incorporate assumptions categorizing faculty workload equivalents for venue, impact and quality of research productivity that are relevant to promotion and tenure, but are not always aligned with criteria previously established in university and departmental governance, and

WHEREAS according to the [Statement on Government of Colleges and Universities](#) approved by the Association of Governing Boards, the American Council on Education, and the American Association of University Professors, the “faculty has primary responsibility for such fundamental areas as...research [and] faculty status, [and] on these matters the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty,” and

WHEREAS the Board of Trustees determined in 2021 that Miami’s policies “align” with the above-linked Statement on Governance of Colleges and Universities, which according to the chair “provides an excellent framework to help institutions shape effective shared governance systems” and that “Miami’s shared governance systems are sound and in clear conformity with these principles,” and that Miami intends to continue to pursue shared governance in alignment with the statement ([Minutes, Board of Trustees Meeting, May 9, 2021](#), pp. 7–9), and

WHEREAS fair and consistent implementation of workload policies necessitates a university-level process for appeal and reconsideration of workload assignments to ensure they are appropriate and equitable, and

RESOLVED: that the [charge of the Academic Policy Committee](#), which “consults with

and advises the Provost about all matters of academic policy affecting the University,” shall be amended to insert the following sentence before the final sentence:

“It [the Committee] develops and, when appropriate, updates recommendations on workload norms and guidelines for teaching, research and service that heed applicable laws, are informed by peer benchmarking, take into account differences in disciplines and roles, and consider potential effects on curriculum planning, course offerings and educational quality.”

RESOLVED: that Academic Policy Committee shall 1) draft recommended workload norms and guidelines in line with its new charge, 2) design a university-wide grievance policy based on those norms and guidelines for handling requests for reconsideration of work assignments and 3) submit both to Senate for review by January 1, 2026 **with a return to its consideration for the responsibilities of the Faculty Welfare Committee if and or when that Committee is restored to tasking.**

Appendix: Full charge of [Academic Policy Committee](#) with proposed amendment:

The functions of the Academic Policy Committee are to advise the Provost and make recommendations to the academic deans, University Senate or other University Senate committees on educational policies found in: the Policy Library related to curriculum and research such as but not limited to: course registration, course repeat, re-enrollment, transfer credit, examinations, grading system, academic integrity, attendance, classification of students, degree honors and graduation requirements; and wording in the General Bulletin that relates to the policies under consideration. The Committee is responsible for reviewing revisions of policies in the areas listed above, reviewing proposals for new or revised policies from others, and can also propose policies. It develops and, when appropriate, updates recommendations on workload norms for teaching, research and service that heed applicable laws, are informed by peer benchmarking, take into account differences in disciplines and roles, and consider potential effects on curriculum planning, course offerings and educational quality. It reports regularly to Senate; and consults with and advises the Provost about all matters of academic policy affecting the University.

Miami University – Board of Trustees
Global Initiatives Update February 2025

Cheryl D. Young

Associate Vice President, Global Initiatives; Interim Director, Education Abroad

Under a mission to lead and support the comprehensive internationalization of Miami University, Global Initiatives focuses on student success with a commitment to globally focused experience, and acts as the connective tissue for all institutional internationalization and global learning realms of the university experience for faculty, staff, and students.

Global Initiatives centers include Education Abroad, Miami University Dolibois European Center (MUDEC), International Student & Scholar Services, the Miami University International Student Center, the English Language Learner Writing Center, and Continuing Education (including the Institute for Learning in Retirement and the Global Partner Summer School). Each of these units contributes significantly to the commitment to international education through academic programs and courses, experiential learning, co-curricular activities and programs, and global initiatives aligned with institutional strategies.

Education Abroad

The **Education Abroad** office at Miami supports Study Abroad programs as well as the growing number of domestic Study Away programs. The Education Abroad team and leadership use their global learning and international education expertise in collaboration with faculty and staff to develop meaningful and impactful faculty led programs, support the Miami University Dolibois European Center, and other experiential global learning realms such as internships, service learning, and student research projects and interests.

Miami University is a national leader in education abroad, and in the top five ranked schools in the U.S. for the total number of students choosing to study abroad for academic credit. The primary destinations for Miami students include Luxembourg, Italy, Spain, Costa Rica, and the United Kingdom. Many students are traveling with our outstanding faculty in programs that are developed collaboratively with the academic departments and divisions, Project Dragonfly, FSB Global, as well as the Honor's College. In 2024-25 over 140 faculty led programs have been proposed and approved, with every academic division represented, and many interdisciplinary efforts offered in the growing areas of global health, leadership management, and global internships.

Miami University Dolibois European Center (MUDEC)

The European Center continues to experience a significant growth in enrollments with more housing options, a more focused curriculum allowing students to advance in their academic path, and increased experiential learning opportunities. In 2023-24, MUDEC hosted 398 students, and enrollment is expected to reach 420 in the current academic year, 2024-25. During winter term 2025 MUDEC hosted the Department of Nursing Honor's program, *Servant Leadership: Caregiving in a Crisis*. Led by Dr. Anna Ressler (and previously by Ms. Britt Cole and Dr. Sara Arter), the students spent three weeks at MUDEC, and then traveled to Geneva, Switzerland for an experiential immersion experience at the United Nations. This outstanding program has been

nominated for the Institute for International Education (IIE) Heiskell Award to recognize the interdisciplinary nature of the program, the robust partnership with UNITAR and the Red Cross, as well as the excellent feedback from the U.N. about Miami student engagement.

International Student & Scholar Services

The **International Student & Scholar Services** (ISSS) office leads the effort to support international students and scholars from the point of commitment to Miami through alumni status. Currently there are approximately 1,110 international students studying at Miami across all campuses, at the graduate or undergraduate level, or in Optional Practical Training (OPT) opportunities.

In the spring of 2024 Provost Elizabeth Mullenix appointed a task force to make recommendations toward an English Language Program and accreditation of that program through CEA. Recommendations were submitted in May 2024 and noted that the urgency for a revitalized and centralized center is found in the necessity to increase international student enrollment (particularly sponsored students whose sponsoring organization will require accreditation) and to present a unified effort representing teaching excellence and the unique strengths of Miami University. This effort is in its final planning stages, with curriculum developed and a planned opening date of July 1, 2025. The program will be offered in three terms: fall, spring, and summer. The unit will reside within Global Initiatives, and work collaboratively across the College of Arts & Sciences and the College of Liberal Arts & Applied Science, as well as the English Language Learning Writing Center, and International Student Center.

Continuing Education

The **Continuing Education** office continues to offer robust non-credit and credit learning opportunities across the campus and community. Examples include: Ohio Writing Project master's degree program courses, the manufacturing process workshop on material selection, Career Exploration opportunities in the U.S. and abroad, and not for credit study abroad opportunities in Zambia, Guatemala, and Europe. The Institute for Learning in Retirement (ILR) continues to grow with an 11% enrollment increase this year. Enrollments have reached over 675, attending a variety of 136 non-credit courses, and 25 special events. The average age of the participants is 75 years. The ILR has over 300 unpaid volunteers, including 230 instructors and speakers. Each semester, our lifelong learners are presented with a diverse array of subjects to explore. Some of our most popular classes this year included: The Imminent Solar Eclipse, Politics in the Age of Twitter, Let it Go: Declutter to Downsize, Renewing Your Mind by Training Your Brain, Pundits, Polls, and Politics, Electric Vehicles, and the ever-popular lunchtime lecture series, just to name a few.

Division of Student Life

NEWS AND UPDATES | February 2025

Community and belonging • Diversity and inclusion • Student transitions • Academic support • **Health and wellness** • Engagement and leadership

The Division of Student Life supports student health and wellness through a variety of resources, services, and programming. While much of this report focuses on mental health, we recognize that wellness is influenced by many factors, including physical health, social connection, and academic support.

BetterMynd

The **Student Counseling Service** recently expanded student access to counseling through the online therapy platform BetterMynd. BetterMynd connects students with a licensed, insured counselor for one-on-one teletherapy sessions. This service provides support during evenings, weekends, and school breaks when the Student Counseling Service is closed. It also provides an opportunity for students who are out-of-state on a study-away experience to engage with therapy remotely.

Mental Health Dinner and Panel

In October 2024, the **Office of Student Wellness** and the **Student Counseling Service**, with the Associated Student Government, Interfraternity Council, and Panhellenic Association, hosted a mental health-focused dinner and panel discussion for student leaders. The event brought together over 100 student leaders for a moderated discussion on how to support mental well-being within their organizations. The student participation reflects a growing commitment among student leaders to prioritize mental health, reduce stigma, and foster a culture of well-being within the campus community.

Communications Coordinator for Student Health and Wellness

The Division of Student Life added a full-time, 10-month position in January 2025 to focus on elevating awareness, understanding, and perception of mental health resources on campus and making our culture of care more visible. The coordinator will ensure that resources, initiatives, stories, and updates related to health and wellness are shared in ways that are proactive, creative, and effective.

Academic Counseling on the Rise

Over 440 students engaged with academic counseling services in fall 2024 through the **Rinella Learning Center**, for a total of 1,814 appointments. This was a 10% increase over the previous fall semester. Academic counseling offers personalized support to help students overcome challenges like academic anxiety, test-taking stress, time management, and procrastination. Students work with their counselor to set achievable goals and develop strategies for success. This process helps students build academic skills and promotes overall well-being, focusing on both personal and academic growth. Regular one-on-one meetings and follow-up support empower students to manage tasks effectively and thrive academically and emotionally in college.



The Division of Student Life: Learning. Growth. Success.

Students unwind in the Grass Less fair, finding matching affirmations in a game of duck pond.

Mental Health Committee and Grant Funding

Building on the insights from the 2022-23 Mental Health Task Force report, Student Life has established a comprehensive approach to mental health and emotional well-being through the university-wide Mental Health Committee. The committee work includes implementing the task force's recommendations and continuing to explore new initiatives related to mental health.

MENTAL HEALTH COMMITTEE ACHIEVEMENTS

Online Scheduling for Student Counseling Appointments

Students can now schedule their first in-person counseling appointment online. Previously, first appointments needed to be made over the phone or in person. The online scheduling option is for initial consultations only; after the first appointment, students will schedule their next meetings at the end of each appointment.

Parent and Family Support

The **Office of Parent and Family Programs**, with the **Office of Student Wellness** and the **Student Counseling Service** created a series of videos to help parents whose students are experiencing mental health challenges. The videos provide practical tips and conversation prompts for parents and families to engage with students around mental health topics.

Expanded Student of Concern Form

The **Office of the Dean of Students** expanded access to the student of concern form to both students and community members in 2023-24 rather than being accessible to faculty and staff only. The form is a simple outlet to identify and support Miami students who are struggling with mental health, financial challenges, etc. Students can also use the form to self-identify a concern. Submitted concerns are routed through the CARE Team, where the appropriate outreach office is identified and dispatched.

WellTrack Boost App

WellTrack Boost is a self-guided, clinically supported, cognitive behavioral therapy-based set of tools that help students assess, understand, and work on their own behavioral health and wellness. The app is part of the **Student Counseling Service's** strategy to increase access to student care in more informal ways than individual therapy.

Increased Communication between Oxford and Regionals Counseling

The Oxford and Regional offices for **Student Counseling Service** began collaborating on data collection methods to better serve students on all campuses. All campuses are exploring improved ways to facilitate student care as students transition between campuses as well.

Health and Wellness Topics in Miami Matters

In collaboration with University Communications and Marketing, the Miami Matters newsletter to the Miami community will now contain a regular cadence of content related to health and wellness. These articles will include updates on resources and services, as well as tips, tools, and strategies to support student, faculty, and staff well-being.

Ohio Department of Higher Education Grant Updates

In fall 2023, Miami received grant funding of nearly \$980,000 from the Ohio Department of Higher Education to pursue student mental health initiatives. Some recent accomplishments made possible through the grant include:

Crisis Text Line

Students now have access to a Miami-sponsored, free, mental health text line (MUHOPE) managed by the national Crisis Text Line. The text line serves any student in any type of situation, providing access to free, 24/7 mental health support in a comfortable and convenient format.

Mental Health Incubator Fund

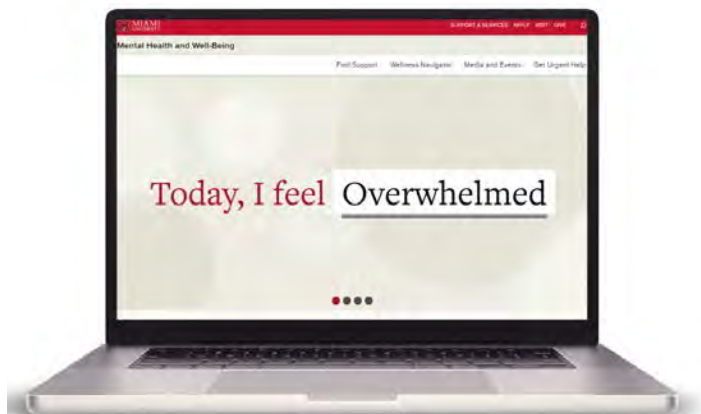
The mental health incubator fund has been an opportunity for any member of the Miami community to develop new initiatives to enhance mental health support for students. Nearly 40 projects have been funded, totaling \$126,824. Example projects include:

- Creating sensory-friendly study rooms in King Library.
- Enhancing the EMSS food pantry.
- Developing a series of art therapy events.
- Funding professional development and training opportunities for faculty, staff, and students across the university.

Mental Health and Well-Being Website

A subset of the Mental Health Committee spent much of the 2024 year developing a new mental health and well-being website for the entire university. Led by representatives from Student Life and University Communications and Marketing, the site launched in November to serve as a central location for mental health and wellness resources.

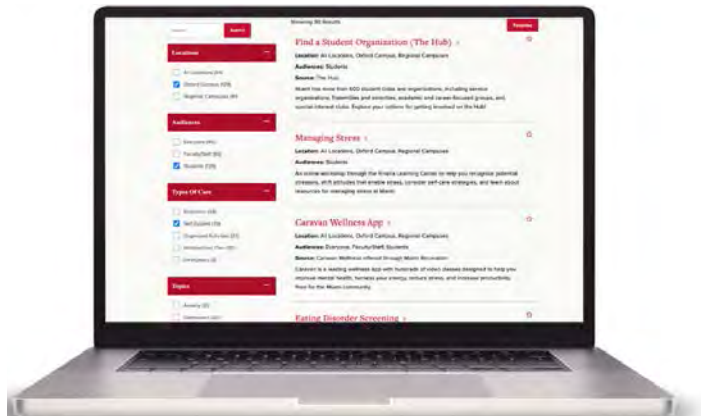
The site features the wellness navigator, which helps users find tailored resources based on their needs, as well as a comprehensive collection of over 125 tools, services, and support options users can browse, filter, and save. Funded in part by the grant from the Ohio Department of Higher Education, this initiative ensures that students, faculty, and staff across all Miami campuses have easy access to mental health resources in one location.



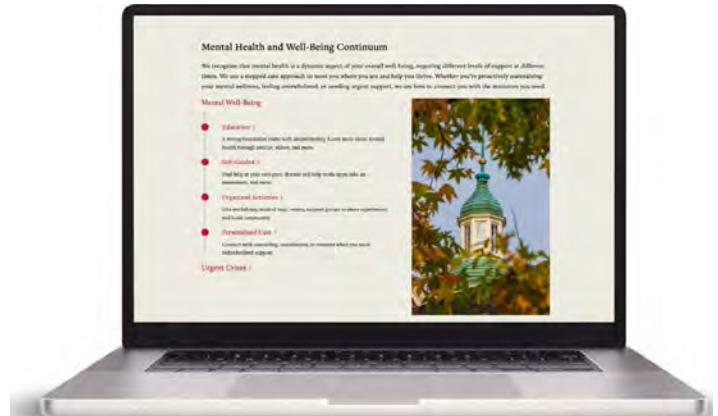
▲ The website homepage features an interactive slider with different emotions. Users can click on the randomized words for a list of related services and resources.



▲ The Wellness Navigator asks users to answer a few simple questions to find the resources and services they need.



▲ The Find Support tool allows users to filter what they need and customize their search. Filters include campus location, audience type, types of care, and topics.



▲ The mental health and well-being continuum explains the various levels of care and support, including education, self-guided, organized activities, and personalized care.

Campaign Launch

While the mental health and well-being site went live in November 2024, it has not been publicized widely as we have continued to refine and enhance the site based on user feedback. We plan to launch a digital and print campaign this spring to raise awareness of the site.



Visit the site
WellBeing.MiamiOH.edu

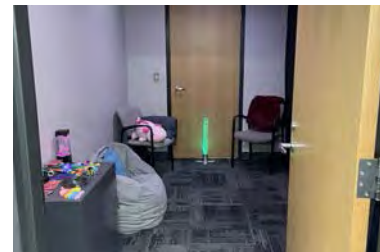
1,500
unique users visited the site in
the first two weeks after launch.

Wellness Spaces

The Division of Student Life has created several wellness spaces and sensory-friendly rooms to support students' well-being. Designed for relaxation, reflection, and focus, these spaces provide a calm environment where students can recharge, study, or take a break from the demands of campus life.

Miller Center Sensory Room

The **Miller Center for Student Disability Services** established a permanent sensory room in spring 2024, providing a dedicated space for relaxation and sensory regulation for visitors. The space is open to any student any time the center is open. The space features dim lighting, weighted blankets, fidgets, and comfortable furniture. Over the past year, the Miller Center has also collaborated on sensory-friendly study rooms in the library. More than 100 students have utilized these spaces.



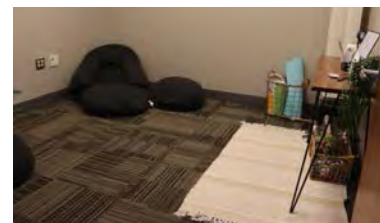
TriHealth Wellness Room

Students who live on campus or who have a roommate sometimes need a private space for telehealth appointments. **Student Health Services** now has a small, private room that can be used for these appointments. The room also contains aromatherapy, sensory-friendly activities, magnetic putty, and a zen garden for relaxation and stress reduction. Students can register to use the space at the front desk of Student Health Services.



CSDI Wellness Room

In fall 2024, the **Center for Student Diversity and Inclusion** enhanced its existing wellness room through funding from the Mental Health Incubator Fund. Improvements include new seating options, artwork for guided breathing, aromatherapy, and a smart television with pre-programmed meditation apps. These updates have significantly increased student use, nearly doubling the number of average daily visitors.



Ford Meditation and Reflection Room

Located in the **Armstrong Student Center**, the Ford Meditation and Reflection Room has been updated to create a sensory-friendly space for prayer, relaxation, and meditation. Enhancements include new lighting, comfortable furnishings, books, and meditation materials. The space aims to create a calm environment for quiet prayer, stress reduction, improved focus, and emotional balance.



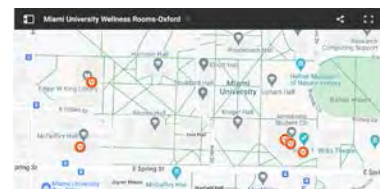
Oxford Wellness Studio

The Wellness Studio, managed by the **Office of Student Wellness**, is located in the Clinical Health Science and Wellness building. The Wellness Studio hosts regular weekly events such as dog therapy, mental health workshops, and mindful movement yoga. The studio is also open during the day when there is not an event. Students can drop by to crochet, finish a puzzle, paint or color, connect with others, and more.



Wellness Spaces Interactive Map

To make it easier for students to find wellness spaces across campus, Student Life created a new interactive wellness spaces map. This user-friendly tool highlights the locations of designated wellness and sensory-friendly spaces, providing descriptions and photos of each space. Students can also use the map for driving or walking directions to each space.



Beyond Mental Health

While this report has focused on mental health, we know that health and wellness encompasses more than mental well-being. A wide range of factors—physical activity, access to healthcare, and community engagement—all play a role in shaping health and wellness. This page highlights additional initiatives that contribute to student wellness.

Be Well Miami

Miami students now have free access to Be Well Miami, a comprehensive online resource offering expert-driven content on mental health and wellness. Through a partnership between the **Office of Student Wellness** and CampusWell, the site features over 1,200 articles and 250 short videos covering a wide range of topics relevant to college life. Designed to be engaging, relatable, and actionable, Be Well Miami equips students with science-backed strategies to support their well-being. The platform is open to all Miami community members, with no login required.



New Student Health Insurance Provider

Miami’s student health insurance carrier is now United HealthCare Student Resources (UHCSR). This relationship has provided insured students with a wide network of providers locally and nationally, improved customer service, a health vending kiosk in the Armstrong Student Center, and an on-site student health insurance coordinator role to support and problem solve situations as they arise.

PROGRAM SPOTLIGHT: PICKLEBALL IN THE PARKS

In September 2024, the **Center for Student Engagement, Activities, and Leadership**, with MAP and the City of Oxford, hosted a student-focused pickleball tournament in the Oxford city park. Over 150 students participated, with 32 doubles teams and open court play. The event also featured a food truck and a DJ. By combining physical activity, social connection, and outdoor recreation, this event promoted both physical and mental well-being, encouraging students to engage in healthy, active lifestyles.



DATA SNAPSHOT

\$8,492

donor-supported funds provided to 13 students with financial need to support medical or mental health treatment. (July-December, 2024)

90.4%

of first-year students in first-year experience courses agreed at the end of the course that they know what mental health services are available at Miami (n=703).

7,633

office visits to **Student Health Services** this academic year, through January 2025, including 617 mental health visits and 835 Healthy Miami visits (employees).

Office of Residence Life

Division of Student Life | Board of Trustees Report

February 2025

The Office of Residence Life (ORL) has five core functions: (1) to provide safe and healthy homes, (2) to assist in increasing persistence and retention, (3) to promote inclusive and diverse communities, (4) to extend the learning environment beyond the classroom, and (5) to ease students' transition to adulthood. Our approach to residential education includes formal strategies, informal interactions, crisis response, and after-crisis care.

Mental Health Interventions

The number of mental health interventions in the residence halls has nearly doubled from last year, with 47 “mental health situations” reported in fall 2023 compared to 89 in fall 2024. These situations include a wide range of incidents. Minor incidents include panic attacks, sleeplessness, or loneliness. More significant incidents include suicidality, suicide attempts, and severe depression. ORL staff find out about these incidents in a variety of ways: direct contact with the student, a call from a parent, or outreach from a friend or roommate.

ORL staff continue to meet individually with these students, listen to their concerns, and make referrals to the Student Counseling Service and other offices across campus as necessary.

Parent Phone Calls

There was also an increase in phone calls handled by the in-hall professional staff from fall 2023 (109 calls) to fall 2024 (136 calls). We work with parents as partners in supporting their students. Sometimes parents just need clarification on policies and procedures. Other times they want to know how we are specifically addressing their student’s concerns.

Alcohol Incidents

The number of alcohol incidents also increased from fall 2023 (94) to fall 2024 (177). The numbers in this category are difficult to interpret; alcohol-related incidents range in severity. The incident can be a simple possession discovered during health and safety room inspections or a serious alcohol poisoning incident where a student was transported to the hospital. All residence halls are required to hold at least one alcohol education program each semester. Many also add passive programming (bulletin boards) to their strategy for mitigating the disruptive impacts of high-risk alcohol use.

ALL Survey

The Assessment of Living and Learning (ALL) survey is sent to all residential students each fall. The survey asks students about their RAs, professional staff, Living Learning Community, and the residential environment. More than 1,000 students responded in November 2024.

More than 90% of students agree they are having a positive experience in their residential community, and that they are able to study and sleep where they live. The results also revealed two dynamics which we intend to address in the coming semesters. We asked students, “How often are you bothered

by someone in your residential community who is violating a policy (for example: noise, trash, vandalism, etc.)?” They responded as follows:

How often are you bothered by someone violating a policy?	Responses
Daily	9.9%
Frequently (1-2 times per week)	21.3%
Sometimes (1-2 times per month)	24.3%
Rarely (1-2 times per semester)	29.2%
Never	15.3%

We also asked students, “When someone in my corridor is violating a policy (for example: noise, trash, vandalism, etc.) to the degree that it bothers me, the first thing I do is....” They responded as follows:

Action students take when someone is violating a policy	Responses
Directly confront the resident to express my concern	12.2%
Talk to my RA or RD	22.6%
Talk about the incident with other residents on the corridor	18.1%
Other (please specify)	6.6%
Do nothing	40.4%

In the coming semesters, we will explore ways to shift the number of students who are impacted by policy violations down and the number of students who take action in these situations up. How can we build students’ ability to directly confront each other in a constructive and civil manner?

Living Learning Community (LLC) Updates

Wellness Is Living Drug-free (WILD) LLC. WILD started in fall 2024 in partnership with Student Wellness and a generous \$10,000 grant from the Klunk Family Foundation to create a substance-free LLC. Though all residence halls are substance free for those under 21, students in WILD wish to abstain from alcohol and drugs all the time, not just in the residence halls. This has created a unique and vibrant community, with 100% of WILD residents reporting they are glad they chose to live in WILD.

Consolidation of engineering-related LLCs for 2025-26. Next year, all engineering- and computing-related LLCs will consolidate into Marcum Hall, located near the Engineering Building and Benton Hall. Additionally, there will be a second-year housing selection process for rising CEC sophomores to live alongside the first-year engineering and computing LLCs. Having Marcum Hall as the focal point of engineering and computing students in housing will lead to an even stronger connection between students’ academic program and LLC.

Honors College LLC. Three Resident Directors and 24 RAs support the Honors College LLC. Students in the Honors College LLC report having an excellent and enriching experience in their residential community; 97.1% report that living in the LLC has benefited their experience as an Honors College student. We continue to partner with the Honors program staff to support these communities.

Programming

In fall 2024, we allocated more funds towards programming and adapted our programming training. As a result, there was a notable increase in the number of residential programs and student participation.

	Fall 2023	Fall 2024	% change
Program report submissions	888	1,095	+23.3%
Program attendance	14,509	18,717	+29.0%

Students are more likely to attend events when food is provided. Popular programs include pancake making, Insomnia cookies, ice cream socials, and taco nights. Staff often find creative ways to engage students in community building or enriching activities while using food to attract students to the event. Recent examples include Hodge Hall's *Karaoke and Canes*, *Bishop Cafe* (weekly), Marcum Hall's *Two Truths, One Pie*, and *Dogs and Dogs*, a Minnich Hall program with hot dogs and therapy dogs.

Many residential programs include faculty and staff from around campus to discuss their areas of interest and expertise.



▲ Beth Zink (Career Services) leads a workshop in Flower Hall.

Individual Attention - One on ones

One way staff enact our commitment to individual attention is by conducting one-on-one meetings with residents. Full-time professional staff aspire to conduct 90 one-on-one meetings with students over the course of a semester. Graduate assistants aspire to conduct 45. Undergraduate resident assistants attempt to meet with all of their residents at some point during the semester, with a target to meet 75% of their residents in the first six weeks of the semester.

One-on-one meetings with residents allow us to check in on how their semester is going, including academics, roommate relationships, and involvement on campus. Staff also offer referrals to campus partners for students who are struggling. Top referrals are to the Student Counseling Service, Miller Center for Student Disability Services, Center for Student Engagement, Activities, and Leadership, the Rinella Learning Center, and academic advisors. We also refer students to online resources and help call lines.

Staff submit notes from their one-on-ones in Navigate, a system accessible to academic advisers and other partners across campus. Academic partners have expressed how helpful these notes have been.

"The insights provided by residence life staff through the Navigate system offer us a glimpse into students' lives beyond their grades and what they share during academic advising appointments. The more academic advisors understand about the whole student experience, the better positioned we are to support their academic success."

Christa Branson, Interim Assistant Dean of the College of Arts and Science Academic Advising

Residence Life remains committed to fostering safe, supportive, and engaging residential communities that enhance student success and well-being.

MIAMI UNIVERSITY

Campus Services Center

2024-2025 Occupancy Report #3 (Spring Semester)

2/7/2025

Building Name	Standard Capacity	Residents	Occupancy %	Vacancies	Doubles Sold as Singles
Anderson	217	200	92%	16	1
Bishop	94	91	97%	3	0
Brandon	144	136	94%	7	1
Clawson	120	115	96%	5	0
Collins	145	132	91%	11	2
Dennison	270	253	94%	16	1
Dodds	196	186	95%	9	1
Dorsey	212	185	87%	25	2
Elliott	35	33	94%	2	0
Emerson	337	311	92%	23	3
Etheridge	237	220	93%	13	4
Flower	266	243	91%	23	0
Hahne	366	333	91%	31	2
Hamilton	180	176	98%	4	0
Havighurst	332	303	91%	28	1
Hepburn	267	253	95%	13	1
Heritage Commons					
Blanchard House	72	65	90%	7	0
Fisher	72	69	96%	3	0
Logan	70	64	91%	6	0
Pines Lodge	72	59	82%	13	0
Reid	72	68	94%	4	0
Tallawanda	72	66	92%	6	0
Hillcrest	260	250	96%	2	8
Hodge	252	240	95%	1	11
MacCracken	175	164	94%	10	1
Maplestreet Station	90	84	93%	4	2
Marcum	348	322	93%	24	2
McBride	138	133	96%	5	0
McFarland	143	125	87%	18	0
McKee	79	56	71%	23	0
Minnich	253	240	95%	11	2
Morris	352	320	91%	32	0
Ogden	158	143	91%	14	1
Peabody	153	122	80%	31	0
Porter	181	173	96%	8	0
Richard	212	196	92%	13	3
Scott	253	235	93%	18	0
Stanton	203	181	89%	20	2
Stoddard	45	40	89%	5	0
Symmes	197	188	95%	8	1
Tappan	293	271	92%	21	1
Wells (Offline)	0	0	0%	0	0
Withrow	281	247	88%	31	3
Young	259	247	0%	5	7
	8173	7538	92%	572	63

Grand Totals	8173	7538	92%	572	63
One Year Ago	8279	7253	88%	813	207

	Spring '24	Spring '25
New Students Spring		
First Year	23	27
Transfer & Exchange	72	65
Regional Relocation	4	6
Returning Upper-class	53	39
	152	137
Students Who Left Housing		
First Year*	171	205
Upper-class*	314	279
	485	484

**Graduates, Withdrawals, Suspensions, Study Abroad, Student Teaching, Job Co-op, Contract Releases*

	New	Left Us*
2024 - 2025	137	484
2023 - 2024	152	485
2022 - 2023	139	453
2021 - 2022	195	439
2020 - 2021	-	-
2019 - 2020	170	478
2018 - 2019	168	426
2017 - 2018	200	390
2016 - 2017	248	337
2015 - 2016	299	388
2014 - 2015	274	399
2013 - 2014	254	387
2012 - 2013	248	452
2011 - 2012	221	469
2010 - 2011	249	470
2009 - 2010	243	454
2008 - 2009	243	410

**Left Us includes: Graduates, Withdrawals, Suspensions, Study Abroad, Student Teaching, Job Co-op, Contract Releases*

Total Occupancy	7,538
Increase from Last Year	285

NEWS AND UPDATES

Board of Trustees Report | February 2025

JOB SHADOW PROGRAM GIVES STUDENTS GLIMPSE INTO PROFESSIONAL SETTINGS

The Center for Career Exploration and Success connects students with organizations from a variety of fields through its Job Shadow Program. This initiative’s goal is to allow students to explore career opportunities, build professional relationships, and experience workplaces in a learning environment.



The Center for Career Exploration and Success partnered with departments across campus to promote this opportunity to students. During the 2025 Winter Term, 91 students completed job-shadow experiences with 28 Ohio employers, including:

- American Civil Liberties Union of Ohio
- Cleveland Orchestra
- Columbus Crew
- Cuyahoga County Probate Court
- KeyBank
- MarketVision Research
- Mertz Design Studio



GRADU8 SCHOLARS SET UP FOR SUCCESS IN THE CLASSROOM AND BEYOND

The Student Success Center’s GradU8 Scholars Program continues to deliver outstanding support to high-need Ohio students. This academic year, 211 students pursuing diverse academic interests have actively participated. The top majors are Biology, Psychology, and Marketing.

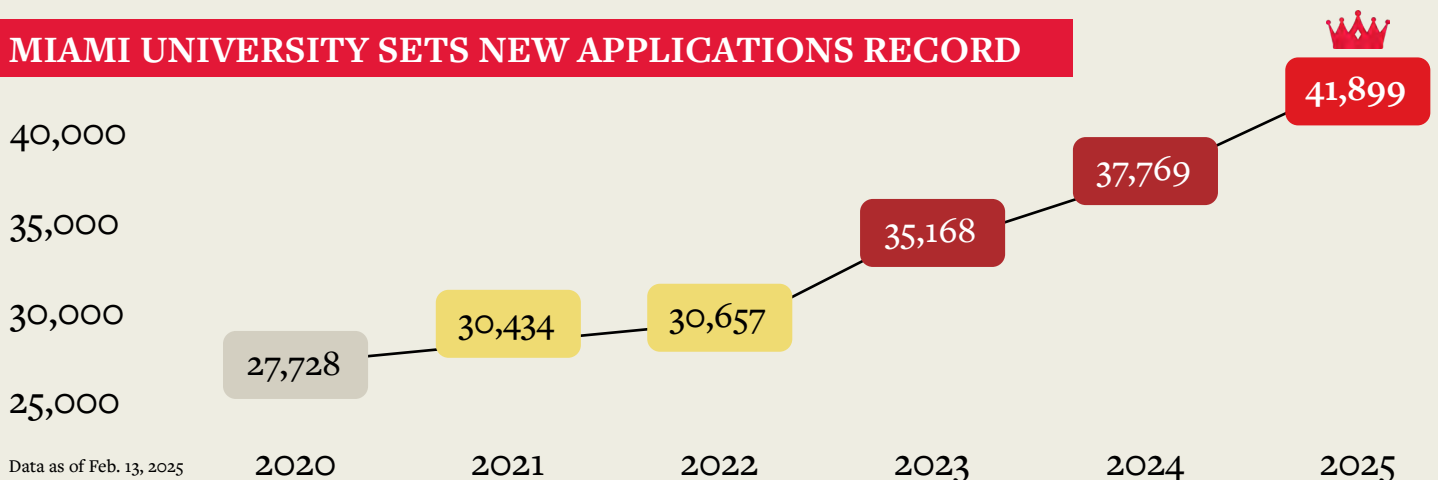
The program’s requirements, designed to promote academic success and engagement, include earning 12+ credit hours, achieving a minimum 2.75 GPA, completing CAS 101, and participating in a one-on-one meeting with the GradU8 Coordinator. These efforts yielded impressive results:



- 69% of Scholars completed every requirement and were eligible for the \$300 book scholarship in the spring of 2025
- 92% earned at least 12 credit hours
- 71% achieved a minimum 2.75 GPA, with 62% earning a GPA of 3.0 or higher
- 98% successfully completed CAS 101, and 97% registered for the 2025 Spring Semester

These outcomes demonstrate this program’s effectiveness in fostering student success and preparing participants for continued achievement at Miami University and beyond. GradU8 Scholars are a testament to Miami’s commitment to empowering students of all backgrounds and improving retention and graduation rates.

MIAMI UNIVERSITY SETS NEW APPLICATIONS RECORD





MIAMI STUDENTS ENGAGE WITH OHIO EMPLOYERS

President Gregory P. Crawford and the Center for Career Exploration and Success are proud to support Ohio communities by spotlighting career opportunities in Miami University’s home state as part of the Presidential Career and Leadership Series.

During the last week of the 2025 Winter Term, two student groups embarked on career treks to Cincinnati and Columbus. These multi-day, immersive experiences gave 41 participants representing 37 majors exposure to diverse career paths, networking opportunities with professionals and Miami alumni, and insights into life beyond college.

“We are grateful for our partnership with President Crawford,” said Jennifer Benz, the assistant vice president of the Center for Career Exploration and Success. “The Presidential Career and Leadership Series allows Miami students to explore the world of work in many ways. It is also exciting to watch them make lasting connections with employers, alumni, our staff, and their peers.”

For Hafsa El Harchi, a senior Biomedical Engineering major, Into the Capital City was a chance to embrace new opportunities. She was particularly struck by her experience at Battelle, saying, “Exploring their culture opened my eyes to things I never knew to look for when considering potential employers.”

Mia Hemingway, a first-year Medical Laboratory Science major, embarked on Into the Queen City. Like many of her peers, she was motivated to explore Cincinnati as a potential post-graduation home. She was most inspired by 3CDC, an organization dedicated to revitalizing the city’s downtown.

El Harchi and Hemingway agreed the career treks were an invaluable opportunity to step out of their comfort zones and make new connections, both professional and personal.

“This trip was a good bout of exposure therapy in meeting new people from different backgrounds and asking to stay in touch,” Hemingway said. “I not only expanded my professional network, I also made new friends.”

El Harchi echoed this sentiment, also sharing the trek reaffirmed her belief that graduating from college is just the beginning of her career journey.

The Presidential Career and Leadership Series continues this spring with Into the LAND, a March career trek to Cleveland, and a keynote address by Margaret Lee Shetterly, the best-selling author of *Hidden Figures*, in April.

EMPLOYER PARTNERS

INTO THE CAPITAL CITY

- American Electric Power
- Battelle
- Columbus Chamber of Commerce
- Columbus Crew
- Ohio Legislative Commission

INTO THE QUEEN CITY

- 3CDC
- Cincinnati USA Regional Chamber
- Cincinnati Museum Center
- Medpace
- UC Health

TARGETED CAREER CLUSTERS

INTO THE CAPITAL CITY

- Engineering and Technology
- Law and Government
- Management, Sales, and Consulting

INTO THE QUEEN CITY

- Education, Nonprofit, and Human Services
- Health and Science



MIAMI CARES SUPPORTS STUDENTS IN NEED

The Student Success Center’s Miami Cares Program is designed to help students navigate any challenges they may face during their college experience. The program most notably offers food resources, temporary housing, and the F5 Laptop Replacement Program.

Since the beginning of the 2024 Fall Semester, the Student Success Center has distributed 8,643 meal swipes donated by students to their peers. Over that same span, it tracked 589 visits to its redesigned Food Pantry, which is now located in 128 Nellie Craig Walker Hall.



During the fall of 2024, the Food Pantry received donations from every Enrollment Management and Student Success department, International Student and Scholars Services, University Communications and Marketing, the Farmer School of Business student organizations, Empty Bowls, and the campus Panera Bread.

The Student Success Center also received a \$2,800 Mental Health Incubator Grant from the Office of Student Wellness, which was used to create a Personal Hygiene Hub within the Food Pantry. The Personal Hygiene Hub is regularly replenished with personal hygiene products and cleaning supplies, among the most requested items by students in need.



The Student Success Center began to oversee Miami University’s Pathways Program in August of 2024.

This program is for students who have a solid academic record but were not initially admitted to selective majors on the Oxford campus. Through Pathways, students begin their Miami education as part of an exclusive student cohort on the Oxford campus.

At the end of the 2024 Fall Semester, over 80 percent of the 193 Pathways students had successfully met the criteria to become full Oxford students. The average GPA of this cohort was a 2.99.



BY THE NUMBERS

December 2024

- 683** Bachelor’s degrees awarded
- 253** Master’s degrees awarded
- 20** Doctoral degrees awarded
- 37** Associate’s degrees awarded
- 27** Certificate degrees awarded

January 2025

- 97** Bachelor’s degrees awarded
- 17** Master’s degrees awarded
- 1** Doctoral degree awarded
- 7** Associate’s degrees awarded
- 2** Certificate degrees awarded

SEMESTER START UP: AN INTEGRATED APPROACH TO STUDENT RETENTION

During the 2025 Spring Semester’s first weeks, the **Bursar, Office of Student Financial Assistance, Office of the University Registrar, One Stop, and Student Success Center** collaborated with campus partners to launch an outreach campaign to help students address any remaining balances owed. The end result was 91.8% of students at risk of being canceled were retained.



The Office of Student Financial Assistance issued 61 microgrants totaling \$86,056 to help students resolve their balances.

Bursar, Office of Student Financial Assistance, and One Stop staff members called students on the cancellation list, a diverse group representing new/transfer students and cohort students.

The Student Success Center and the One Stop collaborated with the Office of the Provost and the Office of International Student and Scholar Services to create a comprehensive email/text campaign, which included targeted emails from the Graduate Dean, the Director of Student Success and Retention, and the Director of International Student and Scholar Services.

The Office of Residence Life, the Office of the President, and Finance and Business Services also assisted throughout this integrated approach to student retention.

WORKDAY STUDENT TRANSITION AND IMPLEMENTATION SUPPORTED BY EMSS

EMSS Operations, the Bursar, the Office of Student Financial Assistance, and the Office of the University Registrar have delved more deeply into the following topics since the last Board of Trustees update in December of 2024:

- Stricter enforcement of home campus designation and course registrations by Program of Study
- Integrated Academic Progress Report replacing uAchieve/DARS
- More consistent billing and course registration management for Market Driven Tuition programs
- Dual System of Record overlap during the 2025 Fall to 2026 Fall transition period

The cross-divisional Workday Organizational Change Management (OCM) team has begun offering Overview Roadshows to the campus community. These roadshows discuss timelines, the Workday Student teams, and the Change Champion initiative. Other tailored roadshows will follow in the near future.

EMSS Research and Data Analytics have provided critical reports on financial aid, admissions, and more for various Workday Student publications and presentations.



Rachel Beech, vice president of Enrollment Management and Student Success, will present at the upcoming AC-PA-College Student Educators International conference.

Beech’s presentations are titled *Being an Authentic Leader*, *Finding Humanity in Tough Decisions* and *Enrollment Management is Student Success*.

GRADGUARD HELPS FAMILIES PROTECT THEIR COLLEGE INVESTMENT

Miami University partners with GradGuard to offer a tuition protection plan. It can reimburse tuition, room, board, and other eligible fees if a student withdraws due to a covered reason, such as medical and mental health challenges.

The Bursar promotes these optional plans to students and their families. In 2023-24, over 3,000 families participated in this program. A total of 23 claims paid over \$180,000.

ONE STOP GAINS VALUABLE INSIGHT AT STUDENT VETERANS OF AMERICA CONFERENCE

The One Stop’s Matt Suber attended the Student Veterans of America National Conference in January of 2025. Students and chapter advisors from across the country met to discuss chapter programming and engagement ideas.



Suber, the veterans services coordinator, gained a greater understanding of military culture and the challenges veterans may face as they transition to college life. He also learned about strategies to increase participation among student veterans and resources available to campus chapters through the Student Veterans of America’s national office.

Suber’s participation in this event was another step toward revitalizing Miami University’s Student Veterans of America chapter. In the fall of 2024, he held a series of meetings to formalize its constitution, identify student leadership positions, and brainstorm programming ideas.

DUNN BECOMES OCEA BOARD MEMBER

Erin Dunn, associate director of internships in the Center for Career Exploration and Success, was appointed to the Ohio Cooperative Education Association’s Board of Directors in January of 2025.



CAREER SUCCESS STARTS WITH A HANDSHAKE

Handshake is a job/internship search platform designed for students to use in their career development. Employers from across the country, including Fortune 500 companies, post available positions, maintain organizational profiles and directories, and promote in-person and virtual events through this online platform. Vetted and maintained by the **Center for Career Exploration and Success**, Handshake also allows students to schedule appointments with career advisors and register for career and internship fairs, networking events, workshops, and other programs throughout the academic year.

The Center for Career Exploration and Success has made it easy for students to tailor their Handshake search with its Miami University Collections. Students start by updating their career interests to be connected to targeted opportunities. Examples of its job/internship lists include Opportunities Close to Campus and Opportunities with Social Impact. Each college also has a dedicated list.

HANDSHAKE BY THE NUMBERS

 **35,528** unique employers on Handshake

3,177

FY24 new employers

236,223

FY24 position postings

74

average new employers per week

2,802

average new job postings per week

77% of Oxford students have activated their Handshake account

64% of all Miami students have activated their account



49% of Peer Institute students have activated their account
all % from FY25 to date



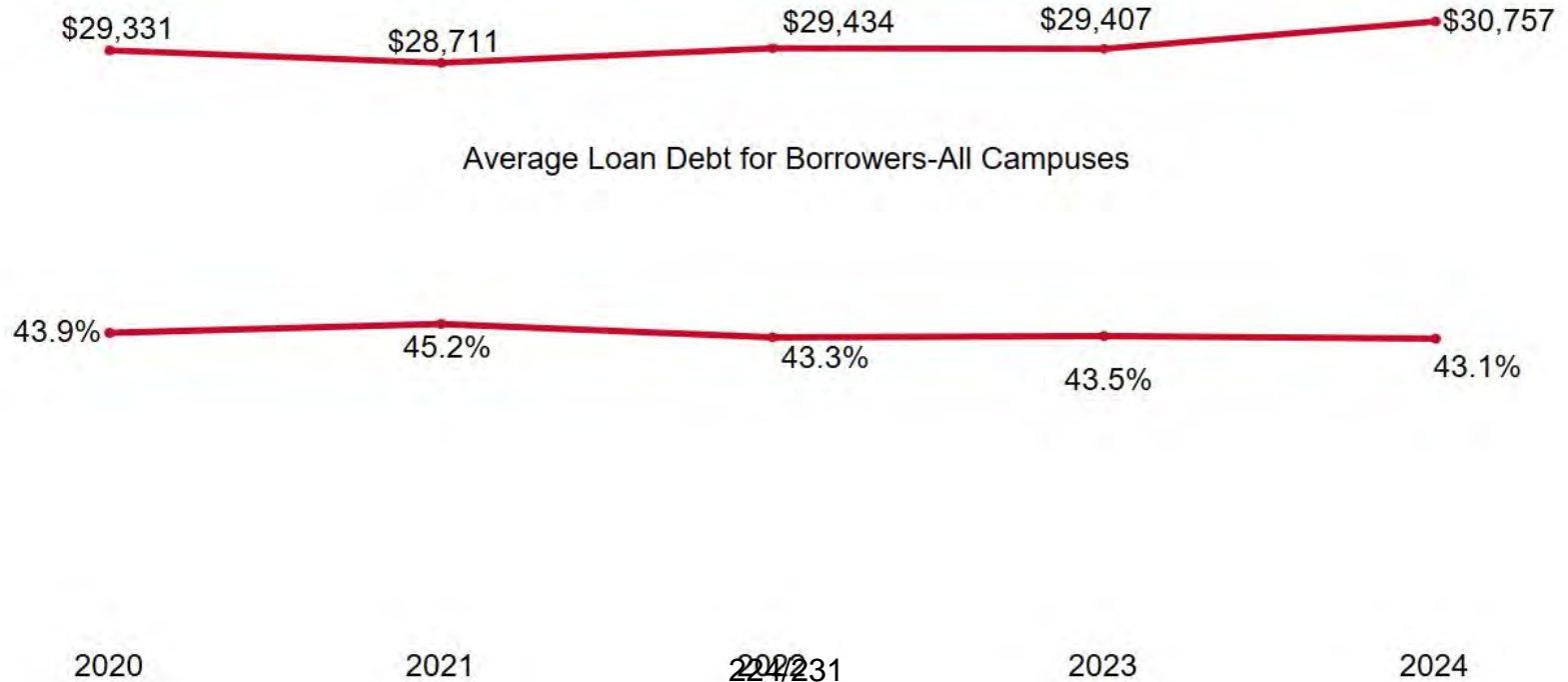
February 27, 2025

Financial Aid and Student Loan Debt Report



Miami Student Loan Debt by Fiscal Year

Loan Debt and % Borrowers





Ohio Student Loan Debt 2023-2024

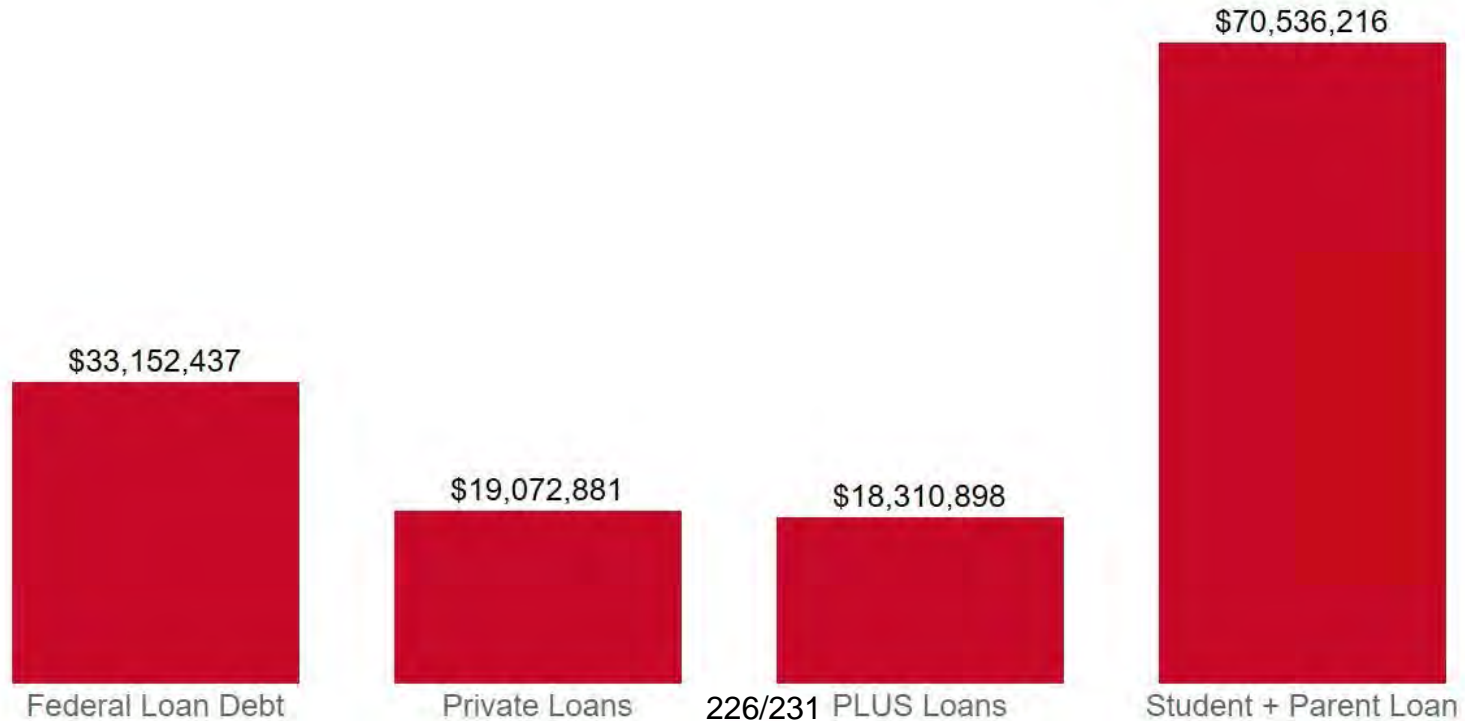
Institution	Average Debt	% of Borrowers
Bowling Green State University	\$30,260	66.0%
Kent State University	\$30,828	67.0%
Miami University	\$20,757	43.1%
Ohio University	\$26,968	61.4%
Ohio State University	\$24,817	42.0%
University of Akron	\$25,767	58.0%
University of Toledo	\$24,868	66.0%
University of Cincinnati	\$26,486	54.0%
Wright State University	\$27,759	59.0%

- Source: Common Data Set (CDS); Institutional Websites
- Data not available for Cleveland State, Shawnee State, Youngstown State or Central State



2024 Loan Debt Types

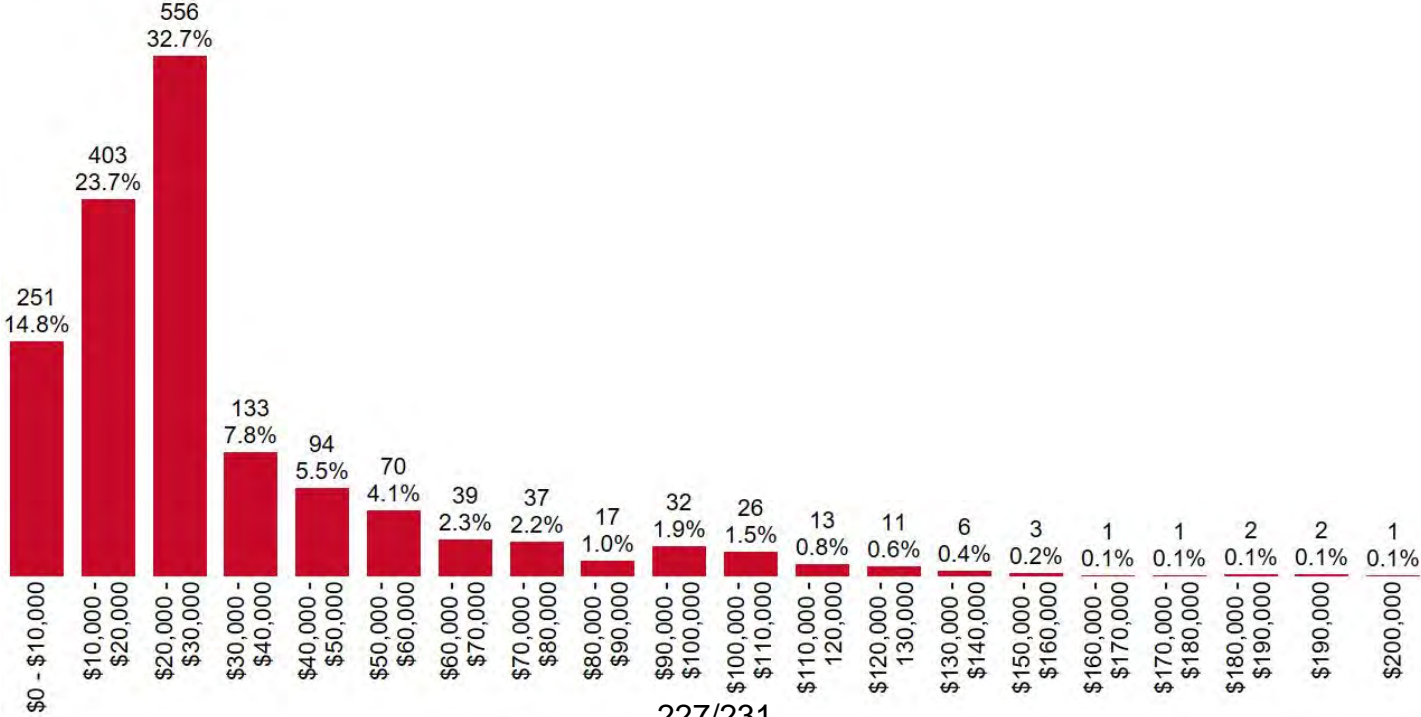
Totals





2024 Loan Debt Distribution

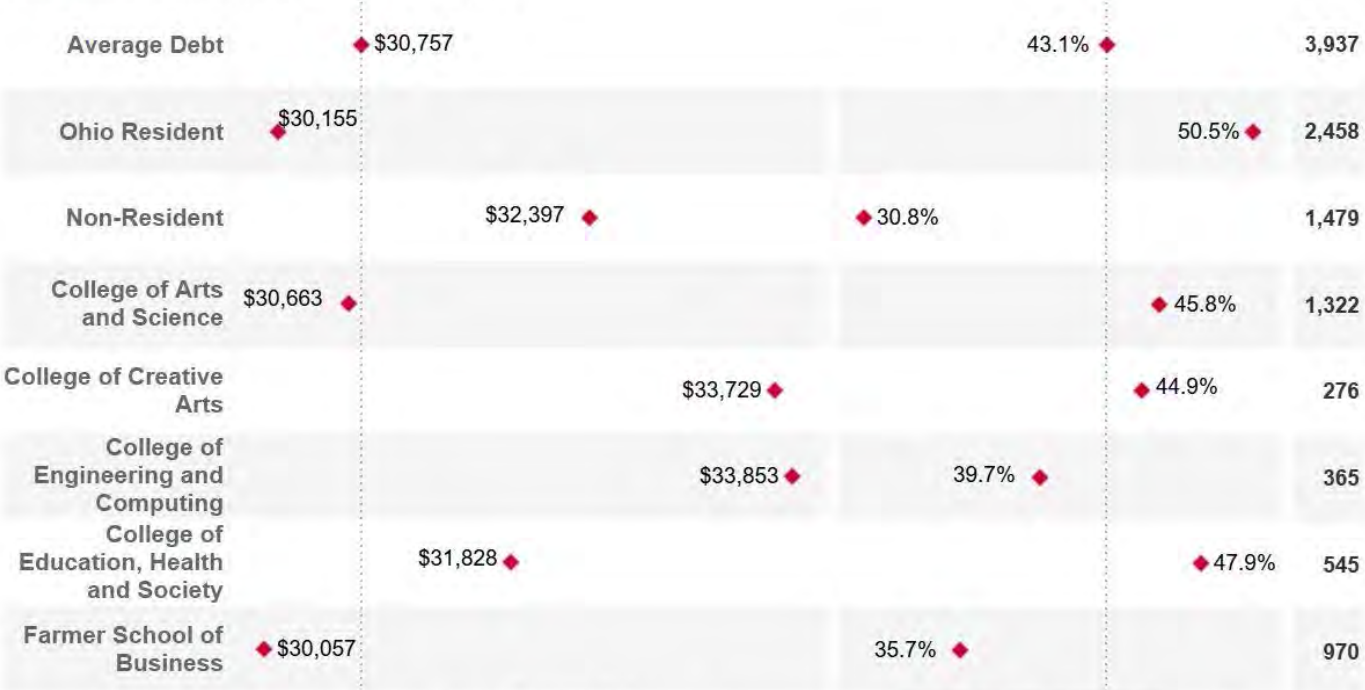
Loan Debt Distribution





2024 Loan Debt by Subgroup

Loan Debt - Fiscal Year 2024 Graduates





2024 Loan Debt by Subgroup





Online Debt Summary

- Personalized statement of loan debt
- Comparison of loan debt to-date to average debt at graduation
- Estimated monthly payment amounts
- Estimated total interest and total cost of the loan
- Estimated salary information

This is a representation of your estimated educational loan debt from Miami University. Please use this information, along with the resource information provided on the left, to help minimize your future borrowing.

\$18,500 - Your Estimated Educational Loan Debt from Miami University

\$29,434 - Average Loan Debt for Graduates of Miami University

Estimated Monthly Payment

Total Educational Loans:	\$18,500
Standard Repayment Term:	10 years
Assumed Interest Rate:	6.8%*
Monthly Payment:	\$212.90*
Projected Interest Paid:	\$7,048.00
Cumulative Payments:	\$25,548.00

*Interest rates for student loans will differ due to various loan types and the date of loan origination. Miami University is using an estimated interest rate of 6.8% for the above calculations. If your estimated monthly payment is less than \$50, your servicer may require a minimum payment of \$50.

Educational Loans at Miami University

Federal Direct Subsidized and Unsubsidized Loans:	\$18,500
Federal Perkins Loans:	\$0
Private Educational Loans:	\$0
University Loans:	\$0
Total Educational Loans:	\$18,500

How Much Debt is Too Much?

As a general guideline, your student loan payments should be 10% or less of your salary. You can find your career salary estimates at the U.S. Department of Labor's [Occupational Outlook Handbook](#).



Default Prevention Support with Attigo

- Targeted outreach, high-touch counseling, and personalized support to help borrower achieve repayment success
- Act as borrower advocate in calls with servicers and collection agencies
- School-branded communication
 - Engaging borrowers at grace, forbearance, and deferment end, throughout delinquency, and into default

Outbound Calls Made	Inbound Calls Received	1:1 Conversations with Borrowers	Outbound Emails Sent	Inbound Emails Received
2,270,825	63,752	201,840	4,838,886	2,070

Source: Activities and Outcomes Summary from March 2020 through December 2024