

**BOARD OF TRUSTEES
MIAMI UNIVERSITY
Minutes of the Academic and Student Affairs Committee Meeting
Oxford Campus
Marcum Conference Center, Room 180's
Thursday, June 25, 2026**

Committee Chair Beth McNellie called the meeting to order at 1:00 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 McNellie were committee members; Trustees Bill Darling, Bill Ebbing, Debbie Feldman, Zachary Haines, and Mary Schell; National Trustee Dave Dafoe; Student Trustees Arushi Agrawal, and Madison Repass; Trustee Lisa Peterson arrived following the call of roll. Also attending were Trustees Steve Anderson, Ryan Burgess, and National Trustee Dinesh Paliwal.

In addition to the Trustees, attending for all or part of the meeting were President Crawford and President's Executive Cabinet members; interim Provost Chris Makaroff; Senior Vice President Jayne Brownell, and David Creamer; Vice Presidents Rachel Beech, Ande Durojaiye, Sue McDowell, Jessica Palatka, Jessica Rivinius, David Seidl, and Amy Shoemaker; along with Foundation Board President Brent Shock, Athletic Director David Sayler, Associate Vice President Melissa Thomasson, Chief Data Officer Padma Patil, Senior Director of Executive Communications and Academic Marketing Ashlea Jones, and Ted Pickerill, Chief of Staff and Secretary to the Board of Trustees; along with many others in attendance to assist or observe.

Public Business Session

Welcome and Approval of the Prior Meeting's Minutes

Trustee McNellie welcomed everyone to the meeting.

Approval of the Prior Minutes

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

Consent Calendar

Trustee Schell moved, Trustee Ebbing seconded, and by unanimous voice vote, with all voting in favor and none opposed, the item on the consent calendar was recommended for approval by the full Board of Trustees.

- [Music Degrees](#)

Academic Affairs

Provost's Update

With University Senate in recess until the start of the 2026-2027 academic year, no actions by the Committee were requested.

Enrollment Management and Student Success

Vice President's Update

Vice President Rachel Beech provided updates on Enrollment Management and Student Success (EMSS) beginning with Fall 2026 enrollment trends. She reported that overall undergraduate confirmations for the Oxford campus remain ahead of last year, with total Oxford confirmations increasing 1.8% and Oxford plus Pathways enrollment increasing 2.3%. Growth has been driven by a 10.4% increase in domestic non-resident students and continued expansion of the Pathways program. Ohio resident enrollment remains relatively stable, while international confirmations are lower than the previous year.

She also reviewed transfer enrollment, noting that confirmations remain generally consistent with last year despite a smaller applicant pool. She summarized regional campus enrollment activity, including current application, admission, confirmation, and registration trends across the Hamilton, Middletown, and Online campuses; the trend for Hamilton and Online is relatively steady, and is downward for Middletown. Graduate enrollment was also discussed, with applications, admissions, and confirmations tracking below the pace of recent years, due almost entirely to the decline in international applications.

VP Beech concluded with an update on Workday Student implementation, outlining the University's comprehensive communication, outreach, and training strategy leading up to the Fall 2027 launch. The Committee was informed that demonstrations, town halls, training sessions, and communications are being, and have been, delivered to faculty, staff, and students over multiple semesters to prepare the campus community for the transition. She reviewed detailed journey maps for instructors and students, including timelines for demonstrations, advising, registration, grading, tuition payment, transcript requests, and other key academic processes, with the expectation that all student-related transactions for the 2027–28 academic year will be completed in Workday.

Enrollment and Marketing Partnership

Vice President Jessica Rivinius joined Vice President Rachel Beech to update the Committee on the Enrollment and Marketing Partnership. They provided an overview of how coordinated enrollment and marketing strategies are supporting market growth in a challenging and increasingly competitive enrollment environment. They began by describing the demographic declines, and lower college attendance rates which are shrinking the traditional recruitment market. Despite these difficult trends, they highlighted that Miami has continued to increase its market share, explaining that enrollment gains have offset broader demographic

trends and that Fall 2026 confirmations remain ahead of the previous year, driven by growth in key non-resident recruitment markets.

The presentation then focused on how Miami is strengthening its competitive position through targeted marketing and recruitment initiatives. They discussed where admitted students choose to enroll when they do not choose Miami, and how this information can help guide recruitment priorities and messaging. They explained that the University's marketing strategy has evolved over several years through expanded out-of-state recruitment, audience segmentation, increased personalization, geographic market expansion, and sustained investment in brand awareness. They also emphasized that Miami's strongest differentiators - including academic quality, career outcomes, the campus environment, and the student experience - continue to resonate with prospective students and families when effectively communicated.

They outlined the marketing strategy for fiscal year 2027 and introduced the University's evolving brand concept. Plans include combining digital and traditional marketing in key recruitment markets, expanding digital campaigns into additional metropolitan areas, continuing strategic international recruitment, and increasing personalized communications throughout the student recruitment process. They explained that the refreshed brand positioning will reinforce Miami as an intentional choice that delivers academic excellence, strong outcomes, and an exceptional student experience, as well as innovative new program, degrees and opportunities.

University Communications and Marketing

Vice President Rivinius continued the discussion with a focus on UCM efforts. She highlighted how UCM is supporting enrollment growth through a coordinated strategy that combines targeted advertising, digital marketing, social media, earned media, and brand development. She reviewed recent campaigns in priority recruitment markets, including Cincinnati, Cleveland, Chicago, and Charlotte, explaining how outdoor advertising, airport placements, and digital campaigns have increased brand visibility and website engagement while reinforcing Miami's presence in key markets. She emphasized that marketing strategies are tailored to both established and emerging recruitment regions, focusing on Miami's academic strengths, student outcomes, distinctive programs, and close-knit community to attract prospective students.

She also reviewed the University's growing communications impact across social, earned, and other media channels. She reported increased social media visibility and audience engagement, with authentic student experiences, campus traditions, and institutional achievements generating strong interest. They highlighted significant growth in earned media placements, expanded national and regional news coverage, new opportunities through Campus Insights Media to showcase faculty expertise, and additional visibility through partnerships such as EA Sports College Football. She also noted national recognition for UCM's creative work through multiple advertising and public relations awards, demonstrating the effectiveness of the University's integrated communications strategy.

Vice President Rivinius concluded with an update on the development of Miami's new institutional brand concept. She described the extensive research process, which included

quantitative surveys, qualitative interviews, and market testing conducted with prospective students, current students, alumni, and families across targeted geographic markets. Based on the findings, the brand theme "More Together," tested more favorably than alternative concepts by emphasizing collaboration, community, belonging, and the distinctive Miami student experience. Sample creative materials and messaging were shared, and she outlined plans to finalize templates and messaging guides, launch the refreshed brand during September Brand Camp, and reviews to ensure consistent implementation across the University.

Student Life

Senior Vice President's Update

Sr. Vice President Jayne Brownell relayed the following:

As we close out one year and prepare for the next, I always like to use this time in June to highlight a few notable numbers and initiatives from the past year. First, we hit a few record highs again this year. Demand for individual counseling continues to grow, topping 12,000 appointments for the first time. Your support for the growth of our staff over the last decade is much appreciated, and makes an enormous difference for our students. We know that access to mental health resources has allowed many students to persist at Miami who might otherwise need to leave for care. Other support areas also continue to grow. Five hundred more students are registered with the Miller Center compared to last year; we continued to have more than 30,000 engagements with supplemental instruction this year, despite turnover of faculty partners in a few key classes; and amazingly, Student of Concern reports jumped 30% this year, from 899 to 1,209. That can be attributed to our awareness campaign this year led by our Dean of Students team. They presented to 36 university departments to build awareness about the Care Team, students of concern, and duty to report. They also did outreach to every student organization to encourage peer reports. That growth allowed us to be more proactive in identifying students in need of support before they hit a crisis.

Another group of KPIs on this slide tell a different part of the student story, one of increased engagement. We have our highest number of students in a fraternity or sorority in a very long time. We have access to numbers back to 2011 and this is the highest number of men in a fraternity in at least the last 15 years, and we have seen a growth of almost 600 more students in all fraternities and sororities since 2021, reflective of the growth in the number of chapters and councils for students to choose from.

Students are also coming out to campus programs sponsored by MAP, engaged in their residence halls, planning their own events in Armstrong, and participating in service in the local community. And that all matters. Engaged students are students who build a connection and affinity to Miami, and are more likely to persist and graduate. They are also learning skills that contribute to career readiness and the ROI they are looking for from their Miami experience. They are building leadership skills, learning to manage their time, developing planning skills, managing budgets, navigating conflict and building teams, and learning how to recover and pivot when their plans don't go as expected. Those are all applied experiences and skills that will serve them well in their future careers.

As a division, Student Life also underwent a number of organizational changes this year that will benefit students. One that I'll highlight is the change from the Office of Orientation and Transition Programs to Student Transitions and Family Engagement, which is taking on most of the responsibilities that formerly sat in the standalone office of Parent and Family Programs. Parents can be great partners in helping students as they navigate this transition into adulthood and toward independence, but it can be as big a change and challenge for those family members as it is for our students. This newly envisioned office is building a 4-year engagement strategy for families, from parent orientation forward, to help educate parents about how to evolve their relationship with their student to act as a guide, coach, and cheerleader, allowing students to learn and practice the essential skills of self-advocacy and problem solving that they will need for the future.

We are welcoming orientation session 15 of 18 today for the class of 2030, then my team will spend about three weeks doing a lot of planning for the fall, finish cleanup from last year, and for many, taking some time off, then we start training for our residence life staff on July 20, and we begin again!

Executive Session

Trustee Haines moved, Trustee Ebbing seconded, and by unanimous roll call vote, with all voting in favor and none opposed, the Committee convened to Executive Session to consult with counsel; for matters required to be kept confidential, trade secrets; and for the purchase or sale of property; as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

Return to Public Session

Other Business

Resolutions

The Committee considered two resolutions. The creation of [Miami University Polytechnic on the Hamilton Campus](#), and the establishment of [Miami's Nursing Program in an additional location - Northeast Ohio](#).

The two resolutions were considered in a single vote. Trustee Feldman moved, Trustee Dafoe seconded, and by unanimous voice vote, with all voting in favor and none opposed, the resolutions were recommended for approval by the full Board.

Adjourn

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

Written Reports

- EMSS Newsletter
- UCM Newsletter
- Student Life Newsletter
- Student Life Leadership Report

A handwritten signature in black ink, appearing to read 'T. O. Pickerill II', with a long horizontal flourish extending to the right.

Theodore O. Pickerill II
Secretary to the Board of Trustees

June 26, 2026
Academic and Student Affairs

RESOLUTION R2026-66

WHEREAS, The existing Bachelor of Music Performance and Bachelor of Music in Music Education are being consolidated into a single Bachelor of Music degree with concentrations in Music Performance and Music Education.

THEREFORE, BE IT RESOLVED, that the separate degrees of Bachelor of Music Performance and Bachelor of Music in Music Education be inactivated.

Approved by the Board of Trustees

June 26, 2026



T. O. Pickerill II

Secretary to the Board of Trustees

June 26, 2026
Academic and Student Affairs

RESOLUTION R2026-67

WHEREAS, Miami University's regional campus programs are positioned to align the academic portfolio with workforce need and student demands as a way to serve the community and counter the pressures of reduced program interest and enrollment decline driven by long term national and state demographic trends, and;

WHEREAS, students, families, employers, and the broader higher education marketplace increasingly demand affordability, measurable return on investment, career-aligned outcomes, experiential learning opportunities, and alternative educational pathways that connect directly to workforce needs and economic opportunity, and;

WHEREAS, emerging student interest trends demonstrate rapidly growing demand for hands-on, technical, industry-driven, and workforce-oriented educational models, including significant growth in technical education pathways, and expanding employer demand for graduates prepared through experiential and industry-connected learning environments, and;

WHEREAS, the creation of "Miami University Polytechnic" in Hamilton would position the institution to capitalize on a burgeoning marketplace by emphasizing experiential learning, industry collaboration, partnership-driven education, strong career outcomes, and alignment with the workforce priorities of the State of Ohio, while creating a distinctive and innovative institutional model capable of attracting investment, supporting economic development, and strengthening Ohio's talent pipeline, and;

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Miami University hereby endorses the creation of "Miami University Polytechnic," on the Hamilton Campus reflecting a mission centered on applied learning, workforce alignment, experiential education, industry partnership, innovation, and economic impact, and;

BE IT FURTHER RESOLVED, that the President and administration are authorized to develop and implement the operational, academic, branding, and strategic planning actions necessary to develop the Miami University Polytechnic model, including the pursuit of partnerships, investments, workforce initiatives, and programmatic innovations aligned with the educational and economic needs of the State of Ohio and the region.

Approved by the Board of Trustees

June 26, 2026



T. O. Pickerill II

Secretary to the Board of Trustees

June 26, 2026
Academic and Student Affairs

RESOLUTION R2026-68

WHEREAS, a documented critical workforce shortage in registered nursing exists in Northeast Ohio; and

WHEREAS, a Miami University Northeast Ohio Nursing Program would strengthen the nursing pipeline for Cleveland metro area healthcare partners; and

WHEREAS, a Northeast Ohio location would allow students to combine Miami's academic rigor with intensive, hands-on clinical training in a region experiencing significant nursing workforce demands.

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Miami University authorizes the establishment of an additional site for its Bachelor of Science in Nursing (BSN) program in Northeast Ohio, pending approval by the Ohio Department of Higher Education.

Approved by the Board of Trustees

June 26, 2026



T. O. Pickerill II
Secretary to the Board of Trustees