

November 23, 2015

Re: Meeting of the full Board of Trustees

The Board of Trustees of Miami University will meet on the Oxford Campus, in the Marcum Conference Center, Rooms 180-6, on Friday, December 4, 2015, at 9:00 a.m. for a public session followed by an executive session.



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

Miami University
December 2015 Meetings of the Board of Trustees
Oxford, Ohio

SCHEDULE OF TRUSTEE MEETINGS AND CAMPUS ACTIVITIES

(times are approximate)

Wednesday, December 2, 2015

4:45 p.m. Optional Tour, Jay Hayden Baseball Center

Thursday, December 3, 2015

8:00 a.m. Academic and Student Affairs Committee
 257 Garland Hall
 Per separately distributed agenda

12:00 p.m. Optional Working Lunch, Confucius Institute Culture Workshop –
 Chinese Ethnic Groups
 212 MacMillan Hall

1:30 p.m. Finance and Audit Committee
 Roudebush 104
 Per separately distributed agenda

5:30 p.m. Optional Dinner, Lewis Place

Friday, December 4, 2015

8:00 a.m. Optional Breakfast
 Marcum 158

9:00 a.m. Board of Trustees Meeting
 Public Sessions
 Marcum 180-6
 Per attached agenda

11:00 p.m. Executive Session with working lunch
 Marcum 180-6
 Per attached agenda

12:00 p.m. Adjourn

Agenda for the Meeting of the MIAMI UNIVERSITY BOARD OF TRUSTEES
Miami University, Oxford Ohio
Marcum Center, Room 180-6
9:00am Friday, December 4, 2015

Call the Meeting to Order and Roll Call – Chair, Mr. David Budig

Public Study Session:

- Regional Campus Implementation Update, Provost Callahan, Dean Pratt, Dr. John Skillings

Public Business Session:

- Comments from the Public
- Approval of the Minutes of the prior meeting (final attachment to this agenda)
- Consent Calendar, Attachment A
 - Designation of Emerita/Emeritus
- Comments by the Chair – Mr. David Budig
- Reports, Ordinances and Resolutions
 - President’s Report – Dr. David Hodge
 - Report of the Chair of University Senate Executive Committee - Dr. Yvette Harris
 - Report of the Student Body President – Mr. Joey Parizek
 - Provost’s Report
 - Academic and Student Affairs Committee Report – Mr. Robert Shroder
 - Finance and Audit Committee Report – Mr. Mark Ridenour
 - Ordinances & Resolutions – Sr. Vice President David Creamer, Attachment B
 - Ordinance – UG Tuition
 - Ordinance – Room and Board
 - Resolution – Tuition Promise
 - Resolution – Opportunities to Lower Miami’s Cost
 - Resolution – North Quad Residence Hall
 - Resolution – Endowment Administrative Fee
 - Resolution – Easement
 - Student Trustee Reports
- Other Business
 - Election of the Calendar Year 2016 Board Officers
 - Appointment of the Calendar Year 2016 Committee members
 - Resolutions, Attachment C
 - Resolution - Revisions to the Foundation Board Regulations
 - Resolution – U.S. House of Representatives Speaker Paul Ryan ‘92
- Written reports and other material
 - Advancement Update, Attachment D
 - Prior meeting minutes, Attachment E

Adjourn to Executive Session:

- Consult with Counsel
- Pending Litigation
- Personnel Matters, hiring of a public employee

Adjournment



BOARD OF TRUSTEES
ROUDEBUSH HALL ROOM 212
OXFORD, OHIO 45056
(513) 529-6225 MAIN
(513) 529-3911 FAX
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December 4, 2015
Consent Calendar

RESOLUTION R2016-xx

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

Susan R. Ewing
Art

BE IT FURTHER RESOLVED: that the Board of Trustees hereby approves the following for the rank of Professor Emeritus effective on the formal date of retirement:

Eric Goodman
English

BE IT FURTHER RESOLVED: that the Board of Trustees hereby approves the following for the rank of Administrator Emerita effective on the formal date of retirement:

Gail A. Campbell
eLearning

Janet L. Cox
Office of the Provost

Undergraduate Tuition

December 4, 2015
Finance and Audit

TUITION ORDINANCE 02016-xx
Undergraduate Student Tuition
2016-2017 Academic Year

WHEREAS, the Ohio General Assembly appropriated additional funding for public higher education in Ohio for the explicit purpose of freezing tuition for resident undergraduate students for academic years 2015-16 and 2016-17; and

WHEREAS, the Miami University Board of Trustees recognizes the difficult budget choices that this action required and expresses its gratitude to the Governor, the President of the Senate, the Speaker of the House and members of the Ohio General Assembly for its investment in Ohio's future and improving affordability for our students; and

WHEREAS, through this ordinance tuition will be frozen for all returning Ohio undergraduate students at the fall 2014 level for a second consecutive year; and

WHEREAS, predictability in the cost of higher education is another important step to improving affordability for students and families; and

WHEREAS, tuition predictability has historically been difficult to provide since legislation governing the setting of tuition only covered a two year period precluding Ohio's public colleges and universities from setting tuition beyond each biennium; and

WHEREAS, Ohio Revised Code 3345.48 now authorizes universities to establish an Undergraduate Tuition Guarantee Program that sets tuition for each new entering cohort for four years; and

WHEREAS, the Miami University Board of Trustees has adopted the Miami University Tuition Promise in accordance with Ohio Revised Code 3345.48 and intends to submit the rules governing the plan to the Chancellor of the Ohio Department of Higher Education for approval; and

WHEREAS, to assist prospective students and their families in their planning for attending Miami University beginning with the fall of 2016, the University desires to set tuition for degree-seeking students covered by the Miami University Tuition Promise and continuing students who will continue to have tuition set annually; and

WHEREAS, the Ohio General Assembly has directed that Ohio's public universities not to increase tuition (instructional and general fees) for Ohio resident undergraduate students for the 2015-16 and 2016-2017 academic years and the University intends to include the effect of the tuition freeze for Ohio resident undergraduate degree-seeking students under the Miami University Tuition Promise; and

Undergraduate Tuition

WHEREAS, the Miami University Tuition Promise will cover four academic years with the rate of increase for undergraduate students who are Ohio residents being a zero increase for the first year (2016-2017) and a 2% increase in years two, three and four resulting in a weighted overall increase of 2.74% for the four year period to be applied in year one with no further increase in tuition for the remaining three years of the guarantee; and

WHEREAS, for non- Ohio resident undergraduate students a 2.0% increase was assumed for all four years resulting in a 4.87% increase over the current, overall non-resident tuition rate; and

WHEREAS, for continuing students who are Ohio residents there will be no tuition increase for fall 2016 and for nonresident continuing students the basic instructional and general fee will increase by 2%; and

WHEREAS, for continuing students the fall 2016 tuition rates are subject to increases in future years;

NOW THEREFORE BE IT ORDAINED: that the Miami University Board of Trustees adopts the accompanying schedule for Tuition for undergraduates on the Oxford Campus, effective Fall Semester 2016; and

BE IT FURTHER ORDAINED: that the accompanying schedule for tuition for summer and winter terms for resident undergraduates on the Oxford campus shall be discounted by 20% for online courses taken during these academic terms in accordance with the plan to “lower their cost of attendance by at least five (5) percent;” and

BE IT FURTHER ORDAINED: that the guaranteed Tuition and Fees under the Miami University Tuition Promise are contingent on the approval of Miami University’s Guaranteed Tuition Program by the Chancellor of the Ohio Department of Education.

Undergraduate Tuition

**Oxford Campus
Undergraduate Tuition
Fall 2016**

**Continuing Students
Ohio Residents**

Academic Year Full-Time (12 or more credit hours per semester)

	<u>Semester-On Campus</u>			<u>Semester-Off Campus</u>		
	<u>2015-16</u>	<u>2016-17</u>	<u>% Change</u>	<u>2015-16</u>	<u>2016-17</u>	<u>% Change</u>
Basic Instructional and General Fee	\$6,766.50	\$6,766.50		\$6,766.50	\$6,766.50	
Other General Fees:						
Technology Fee	114.00	114.00		168.00	168.00	
Facilities Fee	60.00	60.00		60.00	60.00	
Transit Fee	66.00	66.00		66.00	66.00	
Armstrong Student Center Fee	<u>110.00</u>	<u>110.00</u>		<u>110.00</u>	<u>110.00</u>	
Tuition	<u>\$7,116.50</u>	<u>\$7,116.50</u>	<u>0%</u>	<u>\$7,170.50</u>	<u>\$7,170.50</u>	<u>0%</u>

Academic Year Part-Time (Per credit hour up to 11 credit hours)

	<u>Semester-On Campus</u>	<u>Semester-Off Campus</u>
	<u>2016-17</u>	<u>2016-17</u>
Basic Instructional and General Fee	\$563.88	\$563.88
Other General Fees:		
Technology Fee	9.50	14.00
Facilities Fee	5.00	5.00
Transit Fee	5.50	5.50
Armstrong Student Center Fee	<u>9.16</u>	<u>9.16</u>
Tuition	<u>\$593.04</u>	<u>\$597.54</u>

Summer and Winter Term- Part Time (Per credit hour)

	<u>2016-17</u>
Basic Instructional and General Fee	\$535.60
Armstrong Student Center Fee	<u>9.16</u>
	<u>\$544.76</u>

Undergraduate Tuition

Nonresidents

Academic Year Full-Time (12 or more credit hours per semester)

	<u>Semester-On Campus</u>			<u>Semester-Off Campus</u>		
	<u>2015-16</u>	<u>2016-17</u>	<u>% Change</u>	<u>2015-16</u>	<u>2016-17</u>	<u>% Change</u>
Basic Instructional and General Fee	\$6,766.50	\$6,766.50		\$6,766.50	\$6,766.50	
Other General Fees:						
Technology Fee	114.00	114.00		168.00	168.00	
Facilities Fee	60.00	60.00		60.00	60.00	
Transit Fee	66.00	66.00		66.00	66.00	
Armstrong Student Center Fee	110.00	110.00		110.00	110.00	
Nonresident Surcharge	<u>8349.90</u>	<u>8652.50</u>		<u>8349.90</u>	<u>8652.50</u>	
Tuition	<u>\$15,466.40</u>	<u>\$15,769.00</u>	<u>1.96%</u>	<u>\$15,520.40</u>	<u>\$15,823.00</u>	<u>1.96%</u>

Academic Year Part-Time (Per credit hour up to 11 credit hours)

	<u>Semester-On Campus</u>	<u>Semester-Off Campus</u>
	<u>2016-17</u>	<u>2016-17</u>
Basic Instructional and General Fee	563.88	\$563.88
Other General Fees:		
Technology Fee	9.50	14.00
Facilities Fee	5.00	5.00
Transit Fee	5.50	5.50
Armstrong Student Center Fee	9.16	9.16
Nonresident Surcharge	<u>721.04</u>	<u>721.04</u>
Tuition	<u>\$1,314.08</u>	<u>\$1,318.58</u>

Summer and Winter Term- Part Time (Per Credit Hour)

Basic Instructional and General Fee	<u>2016-17</u> \$535.60
Armstrong Student Center Fee	9.16
Nonresident Surcharge	<u>\$721.04</u>
	<u>\$1,265.80</u>

Undergraduate Tuition

**Oxford Campus
Undergraduate Tuition
Fall 2016
Miami University Tuition Promise**

Academic Year Full-Time (12 or more credit hours per semester)

	<u>Ohio Resident</u>			<u>Nonresident</u>		
	<u>2015-2016</u>	<u>2016-17</u>	<u>% Change</u>	<u>2015-2016</u>	<u>2016-17</u>	<u>% Change</u>
Basic Instructional and General Fee	\$6,766.50	\$6,963.00		\$6,766.50	\$6,963.00	
Other General Fees:						
Technology Fee	141.00	141.00		141.00	141.00	
Facilities Fee	60.00	60.00		60.00	60.00	
Transit Fee	66.00	66.00		66.00	66.00	
Armstrong Student Center Fee	110.00	110.00		110.00	110.00	
Matriculation Fee	28.00	28.00		28.00	28.00	
Nonresident Surcharge	<u>N/A</u>	<u>N/A</u>		<u>8349.90</u>	<u>8909.50</u>	
Tuition	<u>\$7,171.50</u>	<u>\$7,368.00</u>	<u>2.74%</u>	<u>\$15,521.40</u>	<u>\$16,277.50</u>	<u>4.87%</u>

Academic Year Part-Time (Per credit hour up to 11 credit hours)

	<u>Ohio Resident</u>	<u>Nonresident</u>
	<u>2016-2017</u>	<u>2016-2017</u>
Basic Instructional and General Fee	\$580.25	\$580.25
Other General Fees:		
Technology Fee ¹	11.75	11.75
Facilities Fee	5.00	5.00
Transit Fee	5.50	5.50
Armstrong Student Center Fee ²	9.16	9.16
Matriculation Fee	2.33	2.33
Nonresident Surcharge	<u>N/A</u>	<u>742.46</u>
Tuition	<u>\$613.99</u>	<u>\$1,356.45</u>

¹The technology fee is no longer assessed at a different rate for on-campus and off-campus students. The average cost of the previous fee is unchanged.

²The matriculation fee was previously billed separately as an orientation, alcohol education and graduation fee and not included in tuition. For increased transparency these fees are now being billed as part of tuition but at no increased cost to the student.

Undergraduate Tuition

Summer and Winter Term- Part Time (Per credit hour)

	<u>Ohio Resident</u>	<u>Nonresident</u>
	<u>2016-17</u>	<u>2016-17</u>
Basic Instructional and General Fee	\$551.25	551.25
Armstrong Student Center Fee	9.16	9.16
Nonresident Surcharge	<u>N/A</u>	<u>\$742.46</u>
	<u>\$560.41</u>	<u>1302.87</u>

Room and Board

December 4, 2015
Finance and Audit**Room and Board
Ordinance O2016-xx****Returning Students**

BE IT ORDAINED: that the Board of Trustees hereby establishes the following charges to be levied and collected for returning undergraduate students beginning with the first semester of the academic year 2016-2017 unless otherwise indicated; and

I. Residence Halls (per semester per student)

	<u>2015-16</u>	<u>2016-17</u>	<u>% change</u>
A. Fall/Spring Semesters-			
Traditional Halls (Non-renovated)			
<i>(A rate deduction of \$150 per room per semester will be provided for non-air conditioned rooms)</i>			
Single	\$4021	\$4021	0.00%
Double	\$2924	\$3150	7.73%
Triple	\$2879	\$3100	7.68%
Quad	\$2879	\$3100	7.68%
Renovated Halls			
Single	\$4275	\$4275	0.00%
Double	\$3150	\$3550	12.70%
Triple	\$3014	\$3200	6.17%
New Halls			
Single	\$4813	\$4813	0.00%
Double	\$3724	\$3900	4.73%
Modified Double	\$3150	\$3250	3.17%
Modified Triple	\$3150	\$3250	3.17%
Miami Inn	\$3961	\$3961	0.00%
Heritage Commons	\$4982	\$4982	0.00%

II. Meal Plans (per semester per student)

	<u>2015-16</u>	<u>2016-17</u>	<u>% change</u>
A. Diplomat Meal Plan			
Most Common Declining Balance Meal Plan	\$1200	N/A	N/A
Minimum	N/A	\$1850	N/A
Standard	N/A	\$2350	N/A
Premium	N/A	\$2850	N/A
B. Summer			
Envoy Account Meal Plan	\$100 min. initial deposit	\$100 min. int. dep.	N/A

III. Residential Fee

	<u>2015-16</u>	<u>2016-17</u>	<u>% change</u>
Fall and Spring Residents	\$1625	\$400	(-75.4%)

Room and Board

IV. Residence & Meal Plan Comparison

(Common Experience)	<u>2015-16</u>	<u>2016-17</u>	<u>% change</u>
Traditional Double + Board + Fee	\$5749	\$5900	2.63%
Renovated Double + Board + Fee	\$5975	\$6300	5.44%
New Double + Board + Fee	\$6549	\$6650	1.54%
Miami Inn + Board + Fee	\$6786	\$6711	-1.11%

V. Summer Housing Weekly

Double Occupancy	\$117	\$122	4.27%
Single Occupancy (double as single)	\$173	\$179	3.47%

VI. Winter Term Housing Block Rate (24 days)

(Available for students enrolled in class)	\$466	\$466	0.00%
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VII. Sorority Suites

Less than 800 sq. ft.	\$2999	\$2999	0.00%
800-1,200 sq. ft.	\$5243	\$5243	0.00%
1,200-1,300 sq. ft.	\$5677	\$5677	0.00%
1,300-1,400 sq. ft.	\$6253	\$6253	0.00%
1,400-1,500 sq. ft.	\$7046	\$7046	0.00%
More than 1,500 sq. ft.	\$7503	\$7503	0.00%

Miami Tuition Promise Students

BE IT FURTHER ORDAINED: that the Board of Trustees further establishes the following charges to be levied for the fall and spring 2016-2017 cohorts the following charges to be collected beginning first semester of the academic year and to remain in effect for four (4) years as part of the Miami Tuition Promise unless otherwise indicated.

I. Residence Halls (per semester per student)

	<u>2015-16</u>	<u>2016-17</u>	<u>% change</u>
A. Fall/Spring Semesters-			
Traditional Halls (Non-renovated)			
<i>(A rate deduction of \$150 per room per semester will be provided for non-air conditioned rooms)</i>			
Single	\$4021	\$4021	0.00%
Double	\$2924	\$3230	10.47%
Triple	\$2879	\$3175	10.28%
Quad	\$2879	\$3175	10.28%
Renovated Halls			
Single	\$4275	\$4275	0.00%
Double	\$3150	\$3650	15.87%
Triple	\$3014	\$3275	8.66%
New Halls			
Single	\$4813	\$4813	0.00%
Double	\$3724	\$4000	7.41%
Modified Double	\$3150	\$3300	4.76%
Modified Triple	\$3150	\$3300	4.76%
Miami Inn	\$3961	\$4000	0.98%

Room and Board

Heritage Commons	\$4982	\$4982	0.00%
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II. Meal Plans (per semester per student)

A. Diplomat Meal Plan	<u>2015-16</u>	<u>2016-17</u>	<u>% change</u>
Most Common Meal Plan	\$1200		
Minimum	N/A	\$1900	
Standard	N/A	\$2400	
Premium	N/A	\$2925	
B. Summer			
Envoy Account Meal Plan	\$100 min. initial deposit	\$100 min. int. dep.	N/A

III. Residential Fee	<u>2015-16</u>	<u>2016-17</u>	<u>% change</u>
Fall and Spring Residents	\$1625	\$400	(-75.4%)

IV. Residence & Meal Plan Fall/Spring Increase
(Common Experience)

	<u>2015-16</u>	<u>2016-17</u>	<u>% change</u>
Traditional Double + Board + Fee	\$5749	\$6030	4.89%
Renovated Double + Board + Fee	\$5975	\$6450	7.95%
New Double + Board + Fee	\$6549	\$6800	3.83%
Miami Inn + Board + Fee	\$6786	\$6800	0.21%

V. Summer Housing Weekly

Double Occupancy	\$117	\$122	4.27%
Single Occupancy (double as single)	\$173	\$179	3.47%

VI. Winter Term Housing Block Rate (24 days)

(Available for students enrolled in class)	\$466	\$466	0.00%
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VII. Sorority Suites

Less than 800 sq. ft.	\$2999	\$2999	0.00%
800-1,200 sq. ft.	\$5243	\$5243	0.00%
1,200-1,300 sq. ft.	\$5677	\$5677	0.00%
1,300-1,400 sq. ft.	\$6253	\$6253	0.00%
1,400-1,500 sq. ft.	\$7046	\$7046	0.00%
More than 1,500 sq. ft.	\$7503	\$7503	0.00%

Room and Board

All Students**VII. Residence Halls Room Refund Policy**

The refund policy for room rent and residential fee for first and second semester will be as follows:

- | | | |
|-----|--------------------------------------------------------------------------|--------------------|
| (1) | Withdrawal during the first five days of the term | 100 % of room rent |
| (2) | Withdrawal during the sixth through eighth days of the term | 90 % of room rent |
| (3) | Withdrawal during the ninth through twentieth days of the term | 50 % of room rent |
| (4) | Withdrawal during the twenty-first through thirtieth days of the term | 35 % of room rent |
| (5) | Withdrawal during the thirty-first through the fortieth days of the term | 25 % of room rent |
| (6) | Withdrawal after fortieth day of the term | No Refund |

The refund policy for room rent for the summer terms will be as follows:

- | | | |
|-----|----------------------------------------------------------------|-------------------|
| (1) | Withdrawal during the first three days of the term | 100% of room rent |
| (2) | Withdrawal during the fourth through eighth days of the term | 50% of room rent |
| (3) | Withdrawal during the ninth through fifteenth days of the term | 25% of room rent |
| (4) | Withdrawal after the fifteenth day of the term | No Refund |

Provided further that no room rental charges will be returned upon withdrawal until thirty days have elapsed from the date of withdrawal. In the event of an emergency, the Vice President for Finance and Business Services or his designee is authorized to make exceptions to the above stated refund policy.

An advance Oxford Campus enrollment deposit of \$330.00 and an admission fee of \$95.00 are charged to all incoming first year resident students. The \$330.00 fee would be applied retroactively toward the student's final term fees.

VIII. Meal Plan Change and Refund Policy

Diplomat dollars remaining at the end of each semester roll forward to the next semester. When a student moves off campus, any remaining Diplomat dollars are converted to the Express Meal Plan for off campus students. Upon graduation or withdrawal, any remaining Express Meal Plan or Diplomat declining balance dollars are forfeited. Meal Plan holders who withdraw from the university on or before the fortieth day of the term will receive a refund of 80% of any remaining Express Meal Plan or Diplomat declining balance dollars.

Diplomat Meal Plan holders are permitted to change their selected level until the 1st day of class during each semester. Meal plan holders may continue to add additional money at any time, but are not permitted to lower their plan level after the 1st day of class.

Tuition Promise

December 4, 2015
Finance and Audit

RESOLUTION R2016-xx

Miami Tuition Promise

WHEREAS, the Ohio General Assembly appropriated additional funding for public higher education in Ohio for the explicit purpose of freezing tuition for resident undergraduate students for academic year 2015-6 and academic year 2016-17; and

WHEREAS, the Miami University Board of Trustees (Board) intends to adopt an ordinance freezing tuition at the fall 2014 level for all returning resident undergraduate students on all campuses and first time resident undergraduate students on the regional campuses; and

WHEREAS, the Board desires to offer resident undergraduate students enrolling on the Oxford Campus for the first time the effect of the same tuition freeze while also providing them greater certainty about the cost of tuition for all four years they are expected to enroll on the Oxford Campus; and

WHEREAS, Ohio law (Ohio Revised Code §3345.48) authorizes universities to establish an Undergraduate Tuition Guarantee Program (Program) by adopting a rule for the governance of the Program; and

WHEREAS, such rule must be submitted to the Chancellor of the Ohio Department of Higher Education for approval; and

WHEREAS, the Board believes that a tuition guarantee program when combined with guaranteed room and board rates and other instructional fees will provide students and their families with the certainty that the cost of their education will not increase over the four academic years of their Miami experience; and

WHEREAS, the Board is convinced that by holding these costs constant, the Miami Tuition Promise will provide the confidence and certainty that families need to more effectively plan for the cost of a college education; and

WHEREAS, in establishing the initial price for tuition under the Program the Board intends that the cost of tuition be no more than the effect of a tuition freeze in the first year of the four year guarantee and annual increases of 2% for the remaining three years of the guarantee;

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees adopts the Miami University Tuition Promise attached hereto as Exhibit A for the governance of the Program; and

BE IT FURTHER RESOLVED, that the President and the Senior Vice President for Finance and Business Services are authorized to submit the Miami University Tuition Promise to the

Tuition Promise

Chancellor of the Ohio Department of Higher Education for approval as required by Ohio Revised Code 3345.48 and are further authorized to modify the Program as may be appropriate to obtain the approval by the Chancellor; and

BE IT FURTHER RESOLVED, the Miami University Tuition Promise shall become effective with the approval of the Chancellor of the Ohio Department of Higher Education and shall be implemented beginning with the 2016-2017 academic year.

Tuition Promise

MIAMI UNIVERSITY TUITION PROMISE

A. TUITION PROMISE

1. The Miami University Tuition Promise is an Oxford campus, cohort-based, guaranteed undergraduate tuition program adopted in accordance with Ohio Revised Code §3345.48. Miami University's Tuition Promise provides all First-Time Students and their families the certainty that Tuition, Special Purpose and Course Fees and Room and Board charges will not increase over the ensuing four academic year period from their first enrollment as a degree seeking student. The Tuition Promise will apply to all First-Time, degree-seeking undergraduate students enrolling on the Oxford campus. Tuition and fees will be set annually for returning students on the Oxford Campus, Miami's regional campuses, Luxembourg campus and for the Voice of America Center. Participation in the program is required for all First-Time, degree-seeking undergraduate students enrolling on the Miami University Oxford campus for the first time in fall semester of 2016 or later.
2. The four academic years of the Tuition Promise includes eight consecutive semesters, four (4) winter and four (4) summer terms. The four academic year term is guaranteed regardless of the student's enrollment status (full- or part-time or not enrolled) during that time.
3. Tuition is set by the Board of Trustees each academic year and guaranteed for eight consecutive semesters for each entering Cohort. Winter and summer terms are charged separately based on the guaranteed Cohort per-credit-hour rate.

B. TERMS

1. First-Time Student

A First-Time Student is any undergraduate, degree-seeking student enrolled on Miami University's Oxford campus for the first time on or after fall 2016. First-Time Students include students who enroll at Miami after graduating from high school, transfer students who enroll from another college or postsecondary institution, and non-traditional students who enroll on the Oxford campus for the first time. First-Time Students do not include non-degree-seeking students or conditionally admitted students such as students enrolled in the American Culture and English (ACE) Program, College Credit Plus or Advanced High School; exchange students; and other students participating in other pre-enrollment or postsecondary option programs.

2. Returning Students

Students enrolled at the Miami University Oxford campus prior to summer term 2016 and who are enrolled in fall term 2016 or later are considered Returning Students for purposes of assessing tuition and other fees and are not covered by the Miami Tuition Promise. Tuition and other fees are set annually by the Board of Trustees for these students.

Tuition Promise

3. Cohort

- a) First-Time Students are assigned to a Cohort (group) based on the semester in which the student first enrolls as a degree-seeking student. Each academic year contains one fall semester Cohort and one spring semester Cohort.
- Any Oxford campus degree-seeking, undergraduate student who is registered for classes for the first time as of the fifteenth day of the fall or spring term will be assigned to that Cohort year for purposes of determining Tuition, Special Purpose and Course Fees and Room and Board for the four academic years covered by the guaranteed Cohort price. Each Cohort commences with the first semester of enrollment and the pricing remains constant for four academic years (e.g., fall 2016 through summer 2020 or spring 2017 through winter 2021).
 - Students may complete as many undergraduate degrees, majors, minors, and/or certificates as they choose within their Cohort period.
 - Students may enroll in graduate-level coursework for programs offered on the Oxford campus at their guaranteed tuition rate until their Cohort period expires..

4. Tuition (Instructional and General Fee)

Tuition is the sum of the Instructional Fee and General Fee. For non-Ohio-resident students, Tuition also includes a tuition surcharge. Under the Tuition Promise, Tuition is set each academic year for eight consecutive semesters for each entering fall and spring Cohort. Winter and summer terms are charged separately based on the guaranteed Cohort per-credit-hour rate.

a) Instructional Fee

These are the guaranteed instructional costs that First-Time, degree-seeking students will pay. Non-Ohio-resident students also pay a tuition surcharge. Each incoming Cohort is charged its unique, guaranteed resident or non-resident rate for eight consecutive semesters. Full-time students pay no additional Tuition regardless of the number of hours enrolled. Part-time students pay Instructional Fees on a pro-rated, per-credit-hour basis.

b) General Fee

These are campus fees charged to all students for non-instructional services and programs on campus, such as orientation, health education and services, recreation, athletics, transportation, access to technology, graduation, the Armstrong Student Center, other student-life facilities and student activities.

5. Room and Board Charges

Room and Board charges are the guaranteed rates for Miami's housing and meal plan options. Students pay a fee based on the housing and meal plan selected. The schedule of fees and options are guaranteed for each Cohort for eight consecutive semesters. Miami University requires first- and second-year students to reside in University-provided housing and to purchase a meal plan.

Tuition Promise

6. Additional Tuition Promise Guaranteed Fees

a) Special Purpose Fees

Special Purpose Fees are additional per-semester charges that vary by college within the University and support specialized academic programs and instruction in that specific college (i.e., the College of Engineering and Computing major fees and the Architecture, Interior Design and Music major fees in the College of Creative Arts). These fees are charged as applicable and are guaranteed for each Cohort.

b) Course Fees

Course Fees are per-credit-hour charges for certain courses or course-related costs and vary based on the course (e.g., the per-credit-hour Farmer School of Business course fee, laboratory fees). These fees are charged as applicable and are guaranteed for each Cohort.

7. Charges and Fines Not Included in the Tuition Promise

a) Service Charges and Fines

These are charges and fines incurred by students such as vehicle registration and library and parking fines. These charges and fines will vary from year to year and are not included in Miami's Tuition Promise.

b) Workshops, student health insurance, textbooks and supplies are not included in the Tuition Promise.

C. DISSEMINATION

The terms of the Tuition Promise, along with Miami University Board of Trustees' approved guaranteed Cohort prices, will be widely disseminated including publication on the Miami University Admission, One Stop for Student Success Services and other student service websites and in the Miami University Policy Library.

D. ADDITIONAL PROVISIONS

1. Summer/Winter Term Start

Students whose first enrollment is a summer or winter term will pay the continuing student/non-degree-seeking student tuition rate for the initial term, but will be assigned to the entering semester Cohort that immediately follows. Summer start students are typically students who have confirmed their enrollment and will be matriculating for the first time for the fall semester immediately following the summer term. By being assigned to the following semester Cohort, these students will receive the benefit of guaranteed tuition for four full years after completing the initial term.

Tuition Promise

2. Students Enrolled on Both Oxford and Regional Campuses

In addition to students who take all of their credit hours during an academic year (fall, winter, spring or summer) on either the regional campuses or the Oxford campus, some students take classes at the regional campuses and the Oxford campus during the same semester or academic year. Historically, these students have been assessed the tuition applicable to the “campus of the student” for all credit hours taken. Miami University will continue to use the “campus of the student” to determine the tuition applicable for all hours enrolled by the student during an academic year.

3. Exception for Relocating Students and Students Transferring from Ohio’s Public Community and Technical Colleges

When a student transfers from one of Ohio’s public community or technical colleges or relocates from one of Miami University’s regional campuses to the Oxford campus, the student will be assigned to the lowest unexpired Cohort for the duration of that Cohort. The Cohort will be assigned based on the earliest date of enrollment as a full-time undergraduate student at the qualifying institution. When the assigned Cohort expires the student will automatically be placed into the Cohort that went into effect the year after their assigned Cohort (Cohort +1). The student will remain in that Cohort for up to one year and if still enrolled after that Cohort expires, will be placed into the next Cohort (Cohort +2) for the next year and so on until the student is no longer enrolled. (Students admitted for College Credit Plus or other conditional admissions are not considered to be fully admitted).

If four (4) or more academic years have elapsed since the student’s first date of enrollment as a full-time undergraduate student at the qualifying institution, then the student transferring from one of Ohio’s public community or technical colleges or relocating from one of Miami University’s regional campuses will be assigned to the oldest unexpired Cohort on the Oxford campus.

For Oxford campus students relocating to the regional campuses, these students will pay the current tuition and other fees in effect on the regional campuses. These students may relocate back to the Oxford campus at any time and pay tuition and other fees associated with their original Cohort.

4. Non-Degree Students

Students admitted or enrolled as non-degree-seeking students (students who are not pursuing an undergraduate degree or have not been admitted as a degree-seeking student at Miami University) are not covered by the Tuition Promise and will not be assigned to a Cohort unless the student is subsequently admitted and enrolls as a degree-seeking student. Tuition for these students will continue to be set annually by the Board of Trustees. This includes non-degree-seeking students or conditionally admitted students such as students enrolled in the American Culture and English (ACE) Program, College Credit Plus or Advanced High School; exchange students, and other students participating in other pre-enrollment or postsecondary option programs. Once a student is admitted as a First-Time, degree-seeking student, the student will be assigned to the Cohort based on the semester in which the student first enrolled as a degree-seeking student.

Tuition Promise

5. Re-Enrolling Students

Re-enrolling students who were admitted in a degree-seeking program prior to fall 2016 are not covered by the Tuition Promise and will pay tuition and other fees associated with Returning Students.

When a student originally assigned to a Cohort seeks to re-enroll after any period of non-attendance and not more than four (4) academic years have elapsed since the student's initial degree-seeking enrollment, then the student will be assigned to the student's original Cohort for the balance of the Cohort period. If four (4) or more academic years have elapsed, then the re-enrolling student is assigned to the oldest unexpired Cohort on the Oxford campus.

E. EXCEPTIONS TO STANDARD LENGTH OF COHORT

The Miami University Tuition Promise is for four (4) academic years commencing with either the fall or spring semester. Some students may require additional academic periods beyond the four (4) academic years to complete their baccalaureate degree and will continue to attend the Oxford campus beyond their Cohort period. When certain exceptions are met (as described in Section L of this document) students may extend their guaranteed Cohort price beyond their guaranteed Cohort period. A student must apply for an exception no later than one semester prior to the expiration of their Cohort. Students with approved exceptions will be granted additional courses at their guaranteed Cohort price. The specific courses or length of the exception will be determined as part of any approval.

F. ACADEMIC COSTS INCLUDED IN THE MIAMI UNIVERSITY TUITION PROMISE

1. Tuition (Instructional and General Fee)

Tuition is the sum of the Instructional Fee and General Fee. For non-Ohio resident students, Tuition also includes a tuition surcharge. Under Miami's Tuition Promise, Tuition is set each academic year and guaranteed for eight consecutive semesters for each entering Cohort. Winter and summer terms are charged separately based on the guaranteed Cohort per-credit-hour rate.

a) Instructional Fee

These are the guaranteed, instructional costs that all First-Time, degree-seeking students will pay. Non-Ohio resident students will also pay a tuition surcharge. Each incoming Cohort is charged its unique, guaranteed resident or non-resident rate for eight consecutive semesters. Full-time students pay no additional Tuition regardless of the number of hours enrolled. Part-time students pay instructional fees on the Cohort pro-rated, per-credit-hour basis. The Tuition Promise does not include workshops.

b) General Fee

Tuition Promise

These are campus fees charged to all students for non-instructional services and programs on campus, such as recreation, athletics, transportation, technology, the Armstrong Student Center, other student-life facilities and student activities.

c) Special Purpose Fees

Special Purpose Fees are additional per-semester fees that vary by college within the University and support specialized academic programs and instruction in that specific college (i.e., the College of Engineering and Computing major fees and the Architecture, Interior Design and Music major fees in the College of Creative Arts). These fees are charged as applicable and are guaranteed for each Cohort.

d) Course Fees

Course Fees are per-credit-hour fees for certain courses or course-related costs and vary based on the course (e.g., the per-credit-hour Farmer School of Business course fee, laboratory fees). These fees are charged as applicable and are guaranteed for each Cohort.

G. OTHER STUDENT COSTS INCLUDED IN THE MIAMI UNIVERSITY TUITION PROMISE

The goal of the Tuition Promise is to provide a comprehensive set of costs for completing an undergraduate degree at Miami University. The following costs are also included in the Miami University Tuition Promise:

1. Housing Rates (Room)

The Tuition Promise includes a guaranteed price schedule for housing that represents the various housing options available to undergraduate students. The rate charged to the student is based upon the student's selected or assigned residence type, (e.g., single room, double room, triple occupancy, new construction and renovated hall). If a student changes from one room or hall type to another during the Cohort period, the housing rate charged to the student will be adjusted based on the guaranteed price schedule that is in effect throughout the student's Cohort period.

Student requests to reside in on-campus housing beyond the second year are subject to room availability. If space is available for a student who has already met the residency requirement, the established Cohort rate schedule for student rooms continues throughout the period covered by the guaranteed Cohort price.

2. Meal Plan Rates (Board)

The Tuition Promise includes a number of meal plan options from which the student may choose depending on whether the student is residing on- or off- campus. A meal plan is required for students residing in university housing. A Cohort menu of meal plans and rates is included as part of the Cohort pricing and the actual meal plan cost will be based on the meal plan selected by the student. While the meal plan price will remain guaranteed during the Cohort period, individual meal items and merchandise in retail locations are subject to

Tuition Promise

price changes.

H. OTHER STUDENT COSTS NOT INCLUDED IN THE MIAMI UNIVERSITY TUITION PROMISE

All other fees, fines, and costs related to attending Miami University not specifically identified as part of the Tuition Promise are excluded from the guaranteed Cohort price and are subject to price changes. These exclusions include credit workshops, student health insurance and textbooks. While such costs are excluded, Miami University will seek to limit increases to the extent feasible.

I. COHORT PRICING BEYOND THE INITIAL YEAR

1. Once the initial Cohort Tuition is established, subsequent Cohort increases in Tuition will be based on:
 - a) The average rate of inflation, as measured by the consumer price index prepared by the Bureau of Labor Statistics of the United States Department of Labor (all urban consumers, all items), for the previous sixty-month period; and
 - b) The percentage amount the Ohio General Assembly restrains increases on in-state undergraduate Instructional and General Fees for the applicable fiscal year. If the General Assembly does not enact a limit on the increase of in-state undergraduate instructional and general fees, then no limit shall apply under this section for the Cohort that first enrolls in any academic year for which the General Assembly does not prescribe a limit.
 - c) This rate of increase will be benchmarked against other State of Ohio four-year residential research institutions' four-year rolling cost averages to account for the impact of the Cohort pricing model on tuition changes. If Miami University's Cohort Tuition for Ohio residents falls significantly below these institutions, Miami University may elect to submit for approval by the Chancellor of the Department of Higher Education an increase in the forthcoming Cohort Tuition pricing in excess of the stated limitation for Ohio residents.
2. Other increases in Cohort pricing, including the Non-Resident Tuition Surcharge, Special Purpose Fees, Course Fees and Room and Board charges are not subject to the pricing formula set forth above and will be determined by the Miami University Board of Trustees.

J. STUDENTS WHO STOP OUT/WITHDRAW AND RETURN

If a student takes a leave, withdraws, or is judicially suspended from the University for one or more academic semesters, the four (4) academic year period covered by the guaranteed Cohort price will not be extended. As a result, the student will lose the term(s) of eligibility while absent within the four (4) academic year Cohort period. When the student re-enrolls, if four (4) academic years have not lapsed since the student's initial degree-seeking enrollment, then the student will be charged the guaranteed rate based on his or her original Cohort for the balance of the Cohort

Tuition Promise

period. If four (4) or more academic years have passed, then the re-enrolling student is assigned to the oldest unexpired Cohort on the Oxford campus (as defined in section K).

K. STUDENTS WHO REQUIRE LONGER THAN THEIR COHORT PERIOD TO GRADUATE

Students who do not complete their undergraduate degree requirements and are not eligible for an exception (as defined below) by the end of their assigned Cohort term, will automatically be placed into the Cohort that went into effect the year after their assigned Cohort (Cohort +1). The student will remain in that Cohort for up to one year and if still enrolled after that Cohort expires, will be placed into the next Cohort (Cohort +2) for the next year and so on until the student is no longer enrolled.

L. EXCEPTIONS FOR STUDENTS WHO REQUIRE LONGER THAN THEIR COHORT PERIOD TO GRADUATE

There will be some students who will take longer than their guaranteed Cohort period to graduate due to circumstances beyond their control. No later than one semester prior to the expiration of their guaranteed Cohort term, a student may request, an extension of their guaranteed Cohort price. Each case will be evaluated on its own merits to determine whether an extension should be granted and if so, the nature and duration of any extension.

1. A Tuition Promise Appeals Committee will evaluate requests for exceptions. The appeal must fall within extenuating circumstances established by the Appeals Committee as described below.
 - a) If the Appeals Committee finds that the student cannot complete the degree program within the four (4) academic years of the student's Cohort due solely to a lack of available classes or space in classes provided by the University, the University will provide the student with an opportunity to take the necessary course or courses without requiring the payment of tuition.
 - b) Other circumstances will be considered for an extension of the guaranteed Cohort price beyond the four academic years depending on the validity and impact of the circumstances including:
 - Enrollment in a degree program requiring more than 128 hours to graduate
 - Illness or Injury
 - Disability that necessitates a reduced course load as a reasonable accommodation
 - Medical Leave of Absence
 - Victim of Interpersonal Violence or Crime while enrolled
 - c) If the Appeals Committee determines that the student has provided sufficient documentation of extenuating circumstances that were outside the control of the student and prevented the student from completing the student's program of study during the assigned Cohort period, the Committee will determine the appropriate period of time or number of courses to extend the guaranteed Cohort price.

Tuition Promise

- d) Any student called to active duty in the United States Armed Services will be given an automatic extension of their guaranteed Cohort price based upon the number of academic terms impacted by the student's active duty absence.

M. GRADUATE COURSES

Students may enroll in graduate-level coursework for designated programs offered on the Oxford campus at their guaranteed tuition rate until their Cohort period expires. Students pursuing this option must meet all university requirements for admission to the program or to enroll in such courses. Following the expiration of their original Cohort, tuition for graduate level coursework will be assessed at the current Oxford campus graduate student rate applicable to the program of study.

Opportunities to Lower Miami's Cost

December 4, 2015
Finance and Audit**RESOLUTION R2016-xx**

WHEREAS, House Bill 64 Section 369.600 required all public colleges and universities, in Ohio to prepare plans that offer students the opportunity to lower their cost of earning a degree by at least five (5) percent; and

WHEREAS, President Hodge appointed a committee chaired by Amit Shukla and Christopher Makaroff to draft a plan for Miami University; and

WHEREAS, the plan prepared by the committee has been shared with the University Senate and through university forums for further input; and

WHEREAS, the plan was reviewed with the Finance and Audit Committee of the Board of Trustees at their September meeting prior to being submitted to the Chancellor of the Ohio Department of Higher Education on October 15, 2015; and

WHEREAS, the Chancellor has requested that the boards of trustees at Ohio's public colleges and universities formally adopt the plans that have been developed;

NOW THEREFORE BE IT RESOLVED, the Miami University Board of Trustees adopts the plan attached hereto "Opportunity to Lower the Cost of Attending Miami University;" and

BE IT FURTHER RESOLVED, that the Miami University Board of Trustees directs the university's administration to proceed to implement the plan; and

BE IT FURTHER RESOLVED, that the Miami University Board of Trustees directs that the Chancellor of the Ohio Department of Higher Education be informed of the adoption of the plan.

Opportunities to Lower Miami's Cost

Opportunity to Lower the Cost of Attending Miami University

Name of Institution: Miami University

Legislative Requirements

House Bill 64 Section 369.600 requires all public colleges and universities in Ohio to develop and implement a plan to provide in-state, undergraduate students the opportunity to reduce their cost of earning a degree (or cost of attendance) by five percent.

Plans are due to the Chancellor by October 15, 2015. The following is the Miami University plan.

Miami University Background and Student Profile

Miami University and the State of Ohio have enjoyed a successful partnership for 206 years. Miami's vision is to provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs. Students are immersed in high-quality academic and co-curricular experiences. Miami is a residential university with faculty who are dedicated to learning and discovery. A liberal education core provides the foundation for the more specialized major studies. Miami offers bachelor's degrees in 120 areas of study.

Miami University, *on its Oxford campus*, attracts a highly motivated and driven student body that has an average ACT score of 28 with 33% of the entering class scoring a 30 or higher. About 37% of Miami's entering first year students already have college credit with the average credit hours completed exceeding 17 or slightly more than one semester. Entering freshmen enroll for an average of 15.7 credit hours, and 91% of our first year students are retained into their sophomore year. Miami's four-year graduation rate of 68.3% ranks 13th among all public colleges and universities in the U.S. and 1st among public universities in Ohio.

Miami is one of 11 Ohio colleges and universities sharing a five-year, \$3.5 million National Science Foundation grant to help increase underrepresented student success in science, technology, engineering, and mathematic (STEM) disciplines. The Miami Access Initiative ensures that academically competitive students from an Ohio Family with an income of \$35,000 or less pay no tuition and fees. For the fall 2015 class all entering students with financial need received offers of financial aid.

The average time to a degree for an entering first year student at Miami is 4.1 years or the shortest for any public university in Ohio. Students also pay no additional tuition for credit hours

Opportunities to Lower Miami's Cost

enrolled beyond 12 per semester, making their degrees more affordable and attainable in a shorter time period.

Miami students not only graduate faster but also actively participate in study abroad, undergraduate research and other activities, including double majors and minors. The average number of credit hours completed at graduation is 153. With about 38% of Miami undergraduate students studying abroad by the time they graduate, Miami is ranked 2nd among public doctoral institutions nationwide. Approximately 64% of Miami students are involved in internships, field work or co-ops and 39% are engaged in independent research.

In other words, Miami's students accomplish a great deal in their four years which makes them extremely attractive to prospective employers, as well as to professional and graduate schools. Nearly twice as many employers recruit at Miami as at other universities its size. PayScale.com ranked Miami 41st in the nation for mid-career salary potential. Miami graduates applying to medical school are accepted 62% of the time as compared to 45% nationally. Acceptance to law school is 94% compared to an 83% national average.

Reducing Cost of Attendance: Our Approach

As already noted, Miami's student profile differs from most other public colleges and universities. Our students are academically better prepared than at most other public universities; they arrive with more college credit already completed; they enroll in a larger course load each semester; they graduate with more credit hours and accomplishments that include multiple majors, minors and other experiences, and they graduate within four years at a rate faster than almost all other public universities and faster than any other Ohio public university. As ideas for accomplishing the mandate legislated by House Bill 64 were considered, ideas that aligned best with the goals of students enrolling at Miami were adopted and included in this proposal.

The plan developed in response to the legislative mandate has been divided into two components: options for students that directly lower the cost of attending Miami and options that enable a student to graduate within three (3) years or 3.5 years. Both components individually exceed the target that was legislated and greatly exceed the target collectively. The added advantage of the changes that will better enable students to graduate one or two semesters early is that these students will not only lower their cost of attendance but accelerate their employment and earnings opportunities. The improved earnings from early graduation further enhance the financial benefit of this option for students. This outcome also provides enhanced benefits for the State of Ohio as those students who graduate earlier become contributors to Ohio's economy faster.

Because the second part of this proposal, which is a shortened time to graduation, is not as easily summarized under the form developed by the Department of Higher Education for presenting an institution's proposal, the following is provided to better explain the options for accelerating graduation and the financial benefits that would accrue to students achieving early graduation.

Opportunities to Lower Miami's Cost

Already over 60% of all majors offered at Miami include a 3-year path to degree completion. Better advising and other support services identify these pathways and help students stay on a course to graduate within a shortened time frame. Effective, proactive and personalized advising is a key to student success, and our approach is to provide opportunities for student success based on their goals and aspirations.

Three pathways already exist at Miami University for graduating in a shorter time frame: no tuition for credit hours enrolled above 12, significant college credit earned before enrolling at Miami and the completion of far more hours towards graduation than the minimum required. In addition to these existing pathways, the following improvements will be provided to students to better communicate these options and to better support students who desire to graduate in less than four years, or the 4.1 years that is the average time to a degree today.

1. Utilize data-driven, predictive modeling programs in conjunction with more intentional/proactive and personalized advising to better ensure students are on a timely path to graduate. These advising sessions will assist students in selecting an appropriate major and path to graduation including options for accelerated graduation. Students "at risk" to graduate or to stay on an accelerated path to graduation will benefit from being identified early and offered additional resources and support to assist them in achieving their graduation goal.
2. Offer highly demanded and bottleneck courses during nonstandard terms, such as winter and summer. These critical courses will be available in multiple formats including hybrid or online modes. The increased availability and flexibility of these key courses will provide an alternate path for students to graduate early. Additionally, this will help those students who get off a timely graduation schedule, perhaps due to a change in major, to get back on schedule and graduate on time. During these terms, courses will be offered at a subsidized or a reduced tuition rate (20%) to encourage participation and make accelerated paths to graduation even more affordable. Also, this will allow Miami to utilize academic resources and university facilities more efficiently throughout the summer and during periods between semesters.
3. Improve student familiarity with existing options that offer them the opportunity to graduate earlier. Miami is one of only two public colleges and universities in Ohio that assesses no fee for credit hours enrolled above twelve (12). Students enrolling in 18 credit hours per term can graduate one semester early, which lowers their cost of attendance by at least 12%. By enrolling in just one course (3 credit hours) during each of the "nonstandard" terms, a Miami student can also reduce their time to graduation by a full semester; this lowers the cost of attendance by about 12% as well. About 37% of Miami's entering first year students have an average of more than 17 hours of college credit already earned. These students, through utilization of either or both overload credit and nonstandard terms, have the potential to reduce

Opportunities to Lower Miami's Cost

their time to graduate by an entire year lowering their cost of attendance by 24% or more.

Additionally, college affordability can be further improved if State of Ohio can incentivize student behavior by reforming Ohio College Opportunity Grant to reward those students who enroll for enough credit hours to reflect graduation in four years or less. At the institutional level, Miami University will implement a comprehensive suite of loan counseling tools to assist and inform students of their overall loan indebtedness. Some examples of these tools include:

- Clear, bi-annual presentation of students' total loan debt to-date and estimated monthly repayment costs.
- Display of loan indebtedness prior to accepting their loans for the school year.
- Data-driven, targeted outreach to students who have borrowed in excess of "standard" or "normal" limits in their first and second years.

While the changes just summarized will better enable Miami to support students who desire to graduate faster, it is important to remember that many students prefer to stay for all four years than graduate sooner because of the enhanced value these added educational experiences offer them. However, options that expand the pathways for students to graduate earlier also can provide improved scheduling flexibility for students who prefer to enrich their educational experience in other ways. In other words, all students will benefit by these improvements whether they use them to accelerate graduation or to further enrich their educational experience.

Total Cost of Attendance at Institution

Please provide a breakdown of average tuition, fees, room, board, textbooks, etc, for a full-time student, living on campus. (Add explanation as necessary)

Type of Cost	Average Cost (Dollar Amount)
Total Cost of Attendance	
Tuition and Fees	\$14,288
Books and Supplies	\$1,140
Room and Board	\$11,644
Transportation and Miscellaneous	<u>\$2,342</u>
	<i>Total</i>
	\$29,414
Time to Graduation (First-Time, Full-Time)	4.1 years
	Total:
	\$120,597

Outline Options for reducing costs:

Opportunities to Lower Miami's Cost

(1) Reducing the credit hours required to complete a baccalaureate degree offered by the institution

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Reduce hours to graduate by four (4).	\$1,786	1.5%

(2) Offering a tuition discount or rebate to any student that completes a full load of coursework, as determined by the board of trustees. ("Tuition" means the instructional and general fees charged by a state institution of higher education.)

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
No options recommended since students already enroll for an average of 15.7 credit hours in their freshman year	N/A	N/A

(3) Offering a tuition discount or rebate or reduced tuition option to students enrolling in a summer or winter term (nonstandard term). ("Tuition" means the instructional and general fees charged by a state institution of higher education.)

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Reduce summer and winter term online tuition by 20% (assume 18 credit hours completed).	\$1,928	1.6%

(4) Offering online courses or degrees

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Make highly demanded and bottleneck courses available for summer and winter terms in online, flexible format.	See Summary Table B	See Summary Table B

(5) Reducing the cost of textbooks using cost-saving measures identified and implemented by the board of trustees

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Shift textbook sales from on-campus store to online provider.	\$701	0.6%
Move 10% of course sections to open educational resources.	<u>\$467</u>	<u>0.4%</u>
<i>Total</i>	\$1,168	1.0%

(6) Incorporation of remediation in the coursework and curriculum of credit-bearing courses

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Remedial coursework is not offered by Miami at its Oxford Campus.	N/A	N/A

Opportunities to Lower Miami's Cost

(7) Offering a fixed rate of instructional and general fees for any additional credits taken by students above a full course load, as determined by the board of trustees

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
All credit hours above 12 are at no additional cost.	See Summary Table B	See Summary Table B

(8) Offering fast-track degree completion programs

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Over 60% of all undergraduate degrees can be completed in three (3) years.	See Summary Table B	See Summary Table B

(9) Eliminating, reducing or freezing auxiliary fees ("Auxiliary fees" mean charges assessed by a state institution of higher education to a student for various educational expenses including, but not limited to, course-related fees, laboratory fees, books and supplies, room and board, transportation, enrollment application fees, and other miscellaneous charges. "Auxiliary fees" do not include instructional or general fees uniformly assessed to all students.)

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Provide a tuition guarantee to all degree seeking students.	See Summary Table B	See Summary Table B
Provide reduced room costs to students during summer and winter terms.	See Summary Table B	See Summary Table B

(10) Increased participation in the college credit plus program

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Average credit hours completed grew from 16.9 to 17.4 in fall 2015.	See Summary Table B	See Summary Table B

(11) Offering programs to reduce or eliminate the need for remediation coursework

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Students do not enroll in remediation coursework on the Oxford campus.	N/A	N/A

(12) Other options offered by the institution - Increase student scholarships with an emphasis on need based student financial aid.

Opportunities to Lower Miami's Cost

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Additional (new) student financial aid offered to students entering in fall 2015.	\$1,344 (per student)	1.1%

Options offered in previous academic years:

Please be sure to quantify savings as they roll forward into the current academic year. *(For instance, a tuition freeze last year would result in \$X and Y% cost avoidance to students in this academic year).* Add additional fields and details as necessary.

(13) Academic Year 2013-2014

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Additional (new) student financial aid offered to students entering in fall 2013	\$4,119 (per student)	3.4%

(14) Academic Year 2014-2015

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
Additional (new) student financial aid offered to students entering in fall 2014	\$31 (per student)	0.03%

Opportunities to Lower Miami's Cost

Total Possible Cost Savings for Students Without Early Graduation Option

Summary Table A
Recommendations Leading to Direct Reductions in the Cost of Attendance

Option offered by the institution	Cost savings to student (Dollar Amount)	Percentage of total cost of attendance
1. Reduction in credit hours to graduate.	\$1,786	1.5%
2. Rebate for full load.	N/A	N/A
3. Tuition discount for nonstandard terms.	\$1,928	1.6%
4. Online courses and degrees.	N/A*	N/A*
5. Reducing the costs of textbooks.	\$1,168	1.0%
6. Remediation coursework.	N/A	N/A
7. Reduction for course overload.	N/A*	N/A*
8. Fast-track degree completion.	N/A*	N/A*
9. Eliminating, reducing or freezing auxiliary fees.	N/A*	N/A*
10. Increased participation in College Credit Plus program.	N/A*	N/A*
11. Reduce or eliminate need for remediation coursework.	N/A	N/A
12. Increase in student scholarships for students enrolling in fall 2015 and later.	\$1,,344	1.1%
13. Academic Year 2013-2014	\$4,119	3.4%
14. Academic Year 2014-2015	\$31	0.03%
Total	\$10,375	8.6%

*Options for achieving these savings are being made available to help shorten a student's time to degree. The calculation of the dollars and percentage savings from these options are summarized under Summary Table B.

Opportunities to Lower Miami's Cost

Total Possible Cost Savings for Students (continued)
Early Graduation Option**

Summary Table B
Pathways Leading to Reduced Time to Degree by 1-2 semesters

Option offered by the institution	Tuition and Fee Savings (Dollar Amount)	Room, Board and Other Savings (Dollar Amount)	Percentage of Cost of Attendance Saved	Additional Earnings*** (Dollar Amount)	Total Dollar Savings (Dollar Amount)	Percentage of Cost of Attendance Saved
No Overload Fee - 16 Cr.Hrs.	\$7,144	\$6,993	11.7%	\$24,850	\$38,987	32.3%
- 32 Cr.Hrs.	\$14,288	\$13,986	23.4%	\$49,700	\$77,974	64.7%
Nonstandard Term- 16 Cr.Hrs.	0	\$6,993	5.8%	\$24,850	\$31,843	26.4%
- 32 Cr.Hrs.	0	\$13,986	11.6%	\$49,700	\$63,686	52.8%
College Credit Plus- 16 Cr.Hrs.	\$7,144	\$6,993	11.7%	\$24,850	\$38,987	32.3%
Blended Path**** - 16 Cr.Hrs.	N/A	N/A		N/A	N/A	N/A
- 32 Cr.Hrs.	N/A	N/A		N/A	N/A	N/A

**The following savings are in addition to the savings summarized in Table A. Each option for early graduation offers a unique cost savings for the student.

***Additional earnings are based on Payscale.com earnings information for Miami student early career earnings.

****The savings achieved per the Blended Path will vary from 26.4% to 65.0% depending on the actual pathway.

North Quad

December 4, 2015
Finance and Audit

RESOLUTION R2015-xx

WHEREAS, the 2009 Housing Master Plan called for 7100 beds on the Oxford campus upon completion of the plan; and

WHEREAS, on-campus housing demand has continued to grow during implementation of the Housing Master Plan's first and second phases creating overflow conditions and leasing of off-campus housing in excess of 300 beds; and

WHEREAS, a recent Housing Master Plan update anticipates a demand of 8000 beds by 2017 generating a shortfall of up to 500 beds on campus; and

WHEREAS, construction of a new residence hall is needed to provide sufficient housing options for students; and

WHEREAS, the New North Quad Residence Hall project will provide approximately 340 beds on the existing site of the Inter-Collegiate Athletics varsity tennis courts for occupancy in fall semester 2018; and

WHEREAS, the relocation of the varsity tennis courts to the west side of Yager Stadium will support the Athletic Master Plan and is necessary to complete this project; and

WHEREAS, Miami University has determined that reduced costs, speed of implementation, and coordination may be gained by using the Design Build project delivery method; and

WHEREAS, Miami University has identified bond funds in the amount of \$3,500,000 to advance the design, cost estimating, early site development needs, and other preconstruction services required to develop a Guaranteed Maximum Price (GMP) for the new residence hall; and

WHEREAS, the Board of Trustees desires to award a contract to the most responsive and responsible design builder;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of a contract for the preconstruction phase of the New North Quad Residence Hall project which is to include planning, design, estimating and all related preconstruction services necessary to prepare the Guaranteed Maximum Price (GMP) for a budget not to exceed \$3,500,000.

North Quad

Executive Summary
for the
New Residence Hall
December 3, 2015

The 2009 Housing Master Plan included the construction of new residence halls on campus providing swing space for renovating existing residence halls, replacement beds for buildings not continued and replacement beds for the loss of beds from renovation projects. Upon completion of the multi-year plan, the housing capacity was expected to provide 7100 beds – essentially the same capacity prior to the master plan. At the time this was considered an aggressive bed count given the incoming class had declined significantly over the previous year. Success in enrollment goals since then, improved student retention, growth of new international programs, and continued interest of upper-class students in living in on-campus housing has required modification to the original bed count plan as enrollment on campus has reached a record level.

Throughout the implementation of the earlier phases of the Housing Master Plan, additional beds have been designed into the projects. For the recent East Quad Renovations, nearly 100 additional beds were added beyond the original Housing Master Plan estimates. The Board of Trustees also approved an addition to Hahne Hall as part of the North Quad Renovation project adding another 100 beds.

Efforts have also been made to reduce the need for new beds by creating triples where appropriate sized rooms are available (approximately 75 were incorporated into the three new residence halls on Western Campus).

Availability of on-campus housing for upper-class students has also been reduced over time to accommodate the growing demand by freshmen and sophomores. Finally, modest use of off-campus apartments has enabled the increased demand to be accommodated but leasing beds next to campus was not possible for this fall requiring some students to be housed almost 2 miles from campus.

Several potential building sites have been evaluated for constructing a new residence hall to meet the anticipated demand. The site of the Inter-Collegiate Athletics tennis courts allows for the construction of an approximately 340-bed facility. The proposed site is adjacent to the North Quad, which is currently off-line for renovations. Necessary utility improvements to accommodate a new residence hall are now being made and will not require further disruption. The site offers close proximity to Martin Dining Hall (currently under renovation with The North Quad Renovations project) and the Garden Commons dining facility. The Campus Planning Committee has approved this location for a new residence hall.

Funding for this project will be from bond funds for the Long Range Housing Master Plan.

North Quad

<u>Project component:</u>	<u>Budget:</u>	<u>Funding Source:</u>
Est. Consulting Services:	\$3,100,000	Bond Series 2014
Est. Cost of Work:	\$30,000,000	Bond Series 2014
Est. Owner's Costs:	\$1,300,000	Bond Series 2014
Owner's Contingency:	\$2,100,000	Bond Series 2014
 Total:	 \$36,500,000	 Bond Series 2014

Endowment Administrative Fee

December 4, 2015
Finance and Audit

RESOLUTION R2016-xx

WHEREAS: Miami University incurs certain expenses related to advancement and investment management costs of the Miami University endowment fund; and

WHEREAS: Resolution R2011-65 currently authorizes the Miami University endowment to reimburse Miami University for development and investment management expenses incurred on its behalf by establishing an annual Administrative Fee to be calculated against the previous fiscal year's March 31st value of the endowment's assets; and

WHEREAS: Resolution R2011-65 also charged the Miami University Finance and Audit Committee with the responsibility of annually reviewing the administrative fee plan and rate; and

WHEREAS: The Miami University Finance and Audit Committee met and discussed broadening the description of how the fee should be used to include any advancement related expenses along with investment management related expenses; and

WHEREAS: The Miami University Finance and Audit Committee has determined certain amendments to the Administrative Fee Plan are necessary to broaden the description of the use of the fee; and

WHEREAS: The proposed Administrative Fee Plan is hereby attached;

NOW THEREFORE BE IT RESOLVED: The Miami University Board of Trustees adopts the amended Administrative Fee Plan; and

BE IT FURTHER RESOLVED: Resolution R2011-65 is hereby rescinded.

Endowment Administrative Fee

MIAMI UNIVERSITY
Administrative Fee Plan
December 2015

OBJECTIVE

The objective of the Administrative Fee Plan is to reimburse Miami University to support certain expenses related to the advancement and investment of the Miami University endowment fund and annual fund.

REVENUE

An administrative fee of 1.00 percent will be calculated against the market value of the Miami University endowment investment pool as of March 31st (in conjunction with the annual spending distribution calculation). This amount will be distributed to the University Education & General Fund before the end of the fiscal year and used to offset certain costs incurred in that fiscal year as described below.

EXPENSES

The administrative fee revenue shall be used to offset expenses as follows:

- **Advancement:** A portion of the Administrative Fee shall be used to fund advancement related expenses including but not limited to the salaries, operating, travel, and entertainment expenses of university advancement staff as determined by the Vice President for University Advancement
- **Investment:** A portion of the administrative fee shall be used to fund investment related expenses, including but not limited to the salaries of finance and business services staff related to investment and administration of endowment funds, travel and registration expenses related to external investment manager meetings and conferences, external audit fees, and external investment consulting fees as determined by the Senior Vice President for Finance and Business Services

Any Administrative Fee balance not spent in the current fiscal year may be accumulated and carried forward to a future fiscal year.

This plan and the administrative fee rate will be reviewed on an annual basis by the Miami University Finance and Audit Committee.

Easement

December 4, 2015
Finance and Audit

RESOLUTION 2016-xx

WHEREAS, On September 25, 2015 the Board granted a TEMPORARY EASEMENT and the EASEMENT FOR ROAD PURPOSES to the Butler County Board Commissioners (“Butler County”) to allow for planned improvements to Bonham Road that include the replacement of the bridge over Four Mile Creek and the installation of pedestrian walkways from the Miami University east stadium parking lot to Yager Stadium Drive (“Bonham Road Improvements”);

WHEREAS, the Bonham Road Improvements necessitate the relocation of overhead electrical transmission lines, which requires that the University grant a new utility easement to Duke Energy of Ohio, Inc. to construct and maintain these lines, a copy of which is attached to this Resolution and incorporated herein (“Utility Easement”);

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees approves the Utility Easement, subject to the terms and conditions set forth therein.

BE IT FURTHER RESOLVED that the Senior Vice President for Finance and Business Services be authorized to sign the Utility Easement, and perform those acts necessary to carry out and perform the terms thereof.

Easement

GRANT OF EASEMENT

(Pt. Parcel # H4100009000004)

In consideration of the sum of One Dollar (\$1.00) and other good and valuable consideration, the receipt of which is hereby acknowledged, **THE TRUSTEES OF MIAMI UNIVERSITY**, (hereinafter referred to as "Grantor"), hereby grant(s) unto **DUKE ENERGY OHIO, INC.**, an Ohio corporation, with a mailing address of 139 East Fourth Street, Cincinnati, OH 45202 and its successors and assigns (hereinafter referred to as "Grantee"), a perpetual, non-exclusive easement, to construct, reconstruct, operate, patrol, maintain, repair, replace, relocate, add to, modify and remove electric and/or telecommunication overhead line or lines, including but not limited to, all necessary and convenient supporting structures (such as poles), wires, cables, guy wires with anchors, grounding systems, counterpoises, and all other appurtenances, fixtures and equipment (hereinafter referred to as the "Facilities") for the transmission and distribution of electrical energy, and for technological purposes (including but not limited to telecommunications), in, upon, over, along, under, through and across the following described real estate:

Situate in Section 23, Town 5, Range 1 East of the Miami Meridian, in Oxford Township, Butler County, Ohio, being part of Lot 4 of the Subdivision of Lands of the Miami University as shown on the plat of survey recorded in Plat Volume 54, Page 17, and being that property conveyed to THE STATE OF OHIO, FOR THE USE OF THE PRESIDENT AND TRUSTEES OF THE MIAMI UNIVERSITY OF OXFORD, OHIO from ELSIE B. RIGLING AND RALPH R. RIGLING by deed dated June 26, 1968, and recorded in **Deed Book 896, Page 391** in the Office of the Recorder of Butler County, Ohio (hereinafter referred to as "Grantor's Property").

Said easement being that area indicated, relative to landmarks and property lines, as shown on a drawing marked Exhibit "A", attached hereto and becoming a part hereof, and shall be further evidenced by the Facilities where constructed on Grantor's Property (hereinafter referred to as "the Easement Area").

This easement grant shall include, but not be limited to, the following respective rights and duties of Grantor and Grantee:

1. Grantee shall have the right of ingress and egress over the Easement Area, and over the adjoining land of Grantor's Property (using lanes, driveways, and adjoining public roads where practical as determined by Grantee).

Easement

2. Grantee shall have the right to cut down, clear, trim, remove, and otherwise control any trees, shrubs, overhanging branches, and/or other vegetation upon or over the Easement Area. Grantee shall also have the right to cut down, clear, trim, remove, and otherwise control any trees, shrubs, overhanging branches, and/or other vegetation which are adjacent to the Easement Area but only to the extent such vegetation may endanger, as reasonably determined by Grantee, the safe or reliable operation of the Facilities, or where such vegetation is trimmed consistent with generally accepted arboricultural practices.

3. Grantee shall have the right to allow third parties (a) to attach equipment to Grantee's Facilities and (b), to trench with Grantee's Facilities, and with either (a) or (b), any such equipment shall include, but not be limited to, wires, cables, and other fixtures; provided, that Grantor shall pursue any claim with the third party and not Grantee, if any such claim arises out of any third party's attachment.

4. To the best of Grantor's knowledge, the Easement Area and the adjoining land of Grantor's Property, have never been used to release, discharge, generate or store any toxic, hazardous, corrosive, radioactive or otherwise harmful substance or material.

5. Grantor shall not place, or permit the placement of, any obstructions, which may interfere with the exercise of the rights granted herein to Grantee. Grantee shall have the right to remove any such obstruction.

6. Grantee shall have the right to pile dirt and other material and to operate equipment upon the surface of the Easement Area and the adjoining land of Grantor's Property, *but only* during those times when Grantee is constructing, reconstructing, maintaining, repairing, replacing, relocating, adding to, modifying, or removing the Facilities.

7. Excluding the removal of vegetation and obstructions as provided herein, any physical damage to the surface area of the Easement Area and the adjoining land of Grantor's Property resulting from the exercise of the rights granted herein to Grantee, shall be promptly paid by Grantee, or repaired or restored by Grantee to a condition which is reasonably close to the condition it was in prior to the damage, all to the extent such damage is caused by Grantee or its contractors or employees. In the event that Grantee does not, in the opinion of Grantor, satisfactorily repair any damage, Grantor must, within ninety (90) days after such damage occurs, file a claim for such damage with Grantee at (a) 139 East Fourth Street, Cincinnati, OH 45202 Attn: Right of Way Services, or (b) by contacting an authorized Right of Way Services representative of Grantee.

8. Grantor shall have the right to use the Easement Area and the adjoining land of Grantor's Property in any manner which is consistent with the rights granted herein to Grantee, and shall comply with all applicable codes when making use of the land near the Facilities.

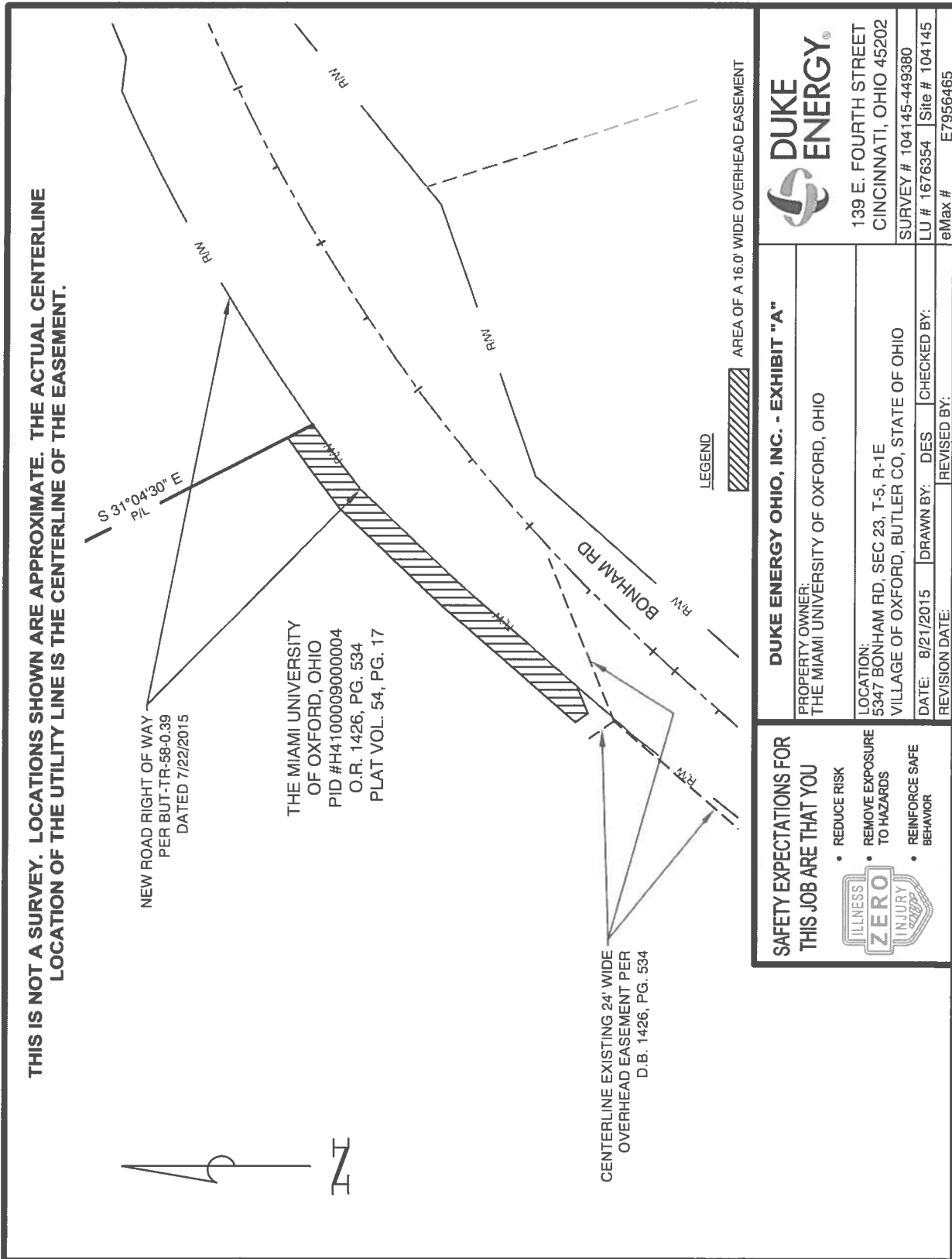
9. Notwithstanding anything to the contrary contained herein, Grantor shall not without the prior written consent of Grantee (a) construct or install, or permit the construction or installation of any building, house, or other above-ground structure, or portion thereof, upon the Easement Area; or (b) excavate or place, or permit the excavation or placement of any dirt or other material upon or below the Easement Area; or (c) cause, by excavation or placement of material, either on or off the Easement Area, a pond, lake, or similar containment vehicle that would result in the permanent retention of water in any manner within the Easement Area. This Grant does not prohibit Grantor from constructing a paved road, curbs, sidewalks, poured in-place mulch, retaining walls and paved parking surface upon the Easement Area.

10. Grantor warrants that it has the necessary authority and title to Grantor's Property to grant this easement to Grantee, and shall defend and hold Grantee harmless from the claim of any third party that Grantor does not have such authority or title.

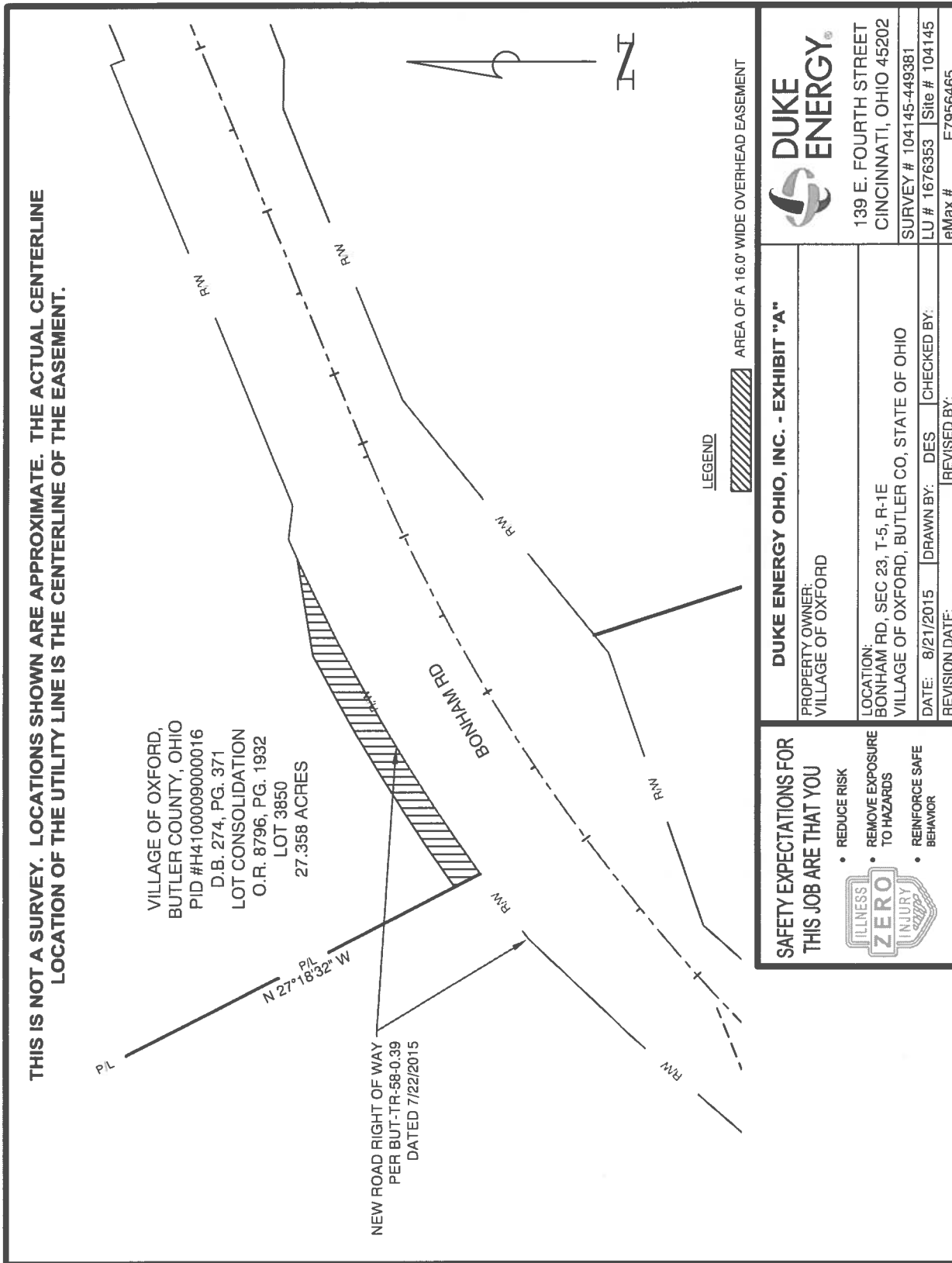
Easement

11. The respective rights and duties herein of Grantor and Grantee shall inure to the benefit of, and shall be binding upon the respective successors, assigns, heirs, personal representatives, lessees, licensees, and/or tenants of Grantor and Grantee. Easement, Grantor and Grantee, as used herein, shall be deemed to be plural, when required to be so. The exercise of any or all of the rights and privileges of Grantee set forth herein, shall be at the sole discretion of Grantee.

Easement



Easement



December 4, 2015
Other Business

RESOLUTION R2016-xx

WHEREAS, the Miami University Foundation desires to amend the Code of Regulations of the Miami University Foundation, Article IV Directors; and

WHEREAS, Articles III and IV of the Code of Regulations of the Miami University Foundation, providing for the selection of Directors and defining Members, shall not be amended without the approval and consent given by the affirmative vote of two-thirds of all voting members of the Board of Trustees of Miami University.

NOW, THEREFORE BE IT RESOLVED: that the Miami University Board of Trustees hereby approves and consents to the amendment of Article IV of the Code of Regulations of the Miami University Foundation as set forth in the changes indicated below:

AMENDED AND RESTATED
CODE OF REGULATIONS
OF THE
MIAMI UNIVERSITY FOUNDATION

ARTICLE I: OFFICES

The principal office of Miami University Foundation (the "Corporation") at which the general business shall be transacted and where the records of the Corporation shall be kept shall be located in the City of Oxford, Butler County, Ohio. The Corporation may have such other offices, either within or without the State of Ohio, as the Directors may designate or as the activities of the Corporation may require from time to time.

ARTICLE II: FISCAL YEAR

The fiscal year of the Corporation shall commence on the first day of July in each year and end on the last day of the following June, or be such other period as the Directors designate by resolution.

ARTICLE III: MEMBERS

The Corporation shall have no Members. The Directors shall be considered the Members in accordance with Ohio Revised Code section 1702.14, as it may be amended.

ARTICLE IV: DIRECTORS

4.1 Powers. The Board of Directors (collectively hereinafter referred to as "Directors" or individually referred to as a "Director") shall have the control and management of the business and property of the Corporation. It may adopt by-laws not inconsistent with these Regulations. A Director shall perform his or her duties as a Director of the Corporation, including his or her duties as a member of any committee of the Corporation, in good faith, in a manner he or she reasonably believes to be in, or not opposed to the best interests of the Corporation and with the care that an ordinarily prudent person in a like position would use under similar circumstances.

4.2 Number. The number of Appointed Directors shall be seven (7) and be such persons provided in Section 4.3 of these Regulations. The number of Elected Directors shall not be less than fifteen (15) persons elected as provided in Section 4.4 of these Regulations. The Board of Directors shall determine and fix the exact number of persons to serve as Elected Directors from time to time provided, however, that no decrease in the number of Elected Directors shall have the effect of removing an Elected Director prior to the expiration of such Elected Director's term of office.

4.3 Appointed Directors. The persons holding the following positions shall serve as Appointed Directors:

(a) The Chair of the Board of Trustees of Miami University or a member of the Board of Trustees of Miami University appointed by the Chair of the Board of Trustees of Miami

University;

- (b) The President of Miami University;
- (c) The Executive Vice President for Academic Affairs and Provost of Miami

University;

(d) The Vice President for Finance and Business Services of Miami University (who shall also serve as the Treasurer of the Corporation);

(e) The Vice President for University Advancement of Miami University (who shall also serve as the Executive Director of the Corporation);

(f) The Vice President for Student Affairs of Miami University; and

(g) A representative of the Board of Trustees of Miami University appointed by the Board of Trustees of Miami University.

4.4 Elected Directors.

4.4.1 Election. The Elected Directors shall be elected by the Directors from the slate of candidates nominated by the ~~Governance Nominating~~ Committee (as that term is hereinafter defined). Election shall be by a majority vote of the Directors constituting a quorum at a meeting of the Directors. At least two thirds (2/3) of the Elected Directors shall be alumni or former students of Miami University.

4.4.2 Term. Elected Directors shall serve and hold office for a term of three (3) years commencing at the conclusion of the Annual Meeting at which the Elected Director is elected (or if elected at a meeting of the Directors other than the Annual Meeting then such term shall commence at conclusion of the next Annual Meeting unless filling an Elected Director vacancy or otherwise provided by the Board in the election of such Elected Director) and ending at the conclusion of the third Annual Meeting thereafter, or until such Elected Director's successor is elected and qualified, except in the event of such Director's earlier resignation, removal or death.

4.4.3 Term Limits. Elected Directors may serve a maximum of two (2) consecutive three-year terms. After serving two (2) consecutive three-year terms, an Elected Director again may

be elected to serve as an Elected Director after such Elected Director has not served as a Director for one (1) year. Service as an Elected Director for a ~~period~~term of less than three (3) years shall not count as a term for the purposes of the term limits provided in this Section 4.4.3. ~~Nevertheless,~~ if an Elected Director is serving as President of the Corporation and his or her second three-year term as a Director will expire prior to the end of his or her term as President, such Elected Director shall continue to serve as an Elected Director until the expiration of his or her term as President. In no event shall any person serve as an Elected Director or Special Appointee -for more than an aggregate total of -thirteen (13) years (except for a person continuing to serve as President of the Corporation as provided above).

4.4.4 Staggered Terms. The Elected Directors may be divided into three (3) groups or classes consisting of approximately one-third of the then current total number of Elected Directors. The Elected Directors in each group shall be elected for a term of three (3) years such that the term of office of one such group shall terminate each year. To maintain three classes of Elected Directors consisting of approximately the same number of persons, certain Elected Directors may be assigned to and shall serve one-year and two-year terms so as to establish or maintain staggered terms whereby approximately one-third of the Elected Directors' terms expire each year.

4.4.5 Removal of Elected Directors. Any Elected Director may be removed from office upon the affirmative vote of a majority of the total number of Directors then serving.

4.4.6 Vacancies. The Board of Directors may fill any vacancy that may occur in an Elected Director position by election of a successor to hold office during the remaining unexpired term of the vacant Elected Director position. Election shall be by a majority of the Directors constituting a quorum and entitled to vote at such meeting.

4.5 Meetings.

4.5.1 Annual Meeting. The Annual Meeting of the Directors for the election of officers and the transaction of such other business as the Directors determine shall be held at the time and place, within or without the State of Ohio, the Board of Directors designates.

4.5.2. Regular Meetings. The Board of Directors may establish regular meetings of the Board of Directors. Such meetings shall be held at such place or places, within or without the State of Ohio, the Board of Directors designates.

4.5.3 Special Meetings. Special meetings of the Board of Directors may be called by the President, by the Board of Directors or upon the written request of two (2) or more Directors. Such meetings shall be held at such place or places, within or without the State of Ohio, as the Board of Directors designates.

4.6 Notice of Meetings.

4.6.1 Annual and Regular Meetings. Written notice of each annual and other regular meeting of the Board of Directors stating the time and place thereof shall be delivered personally, sent by fax or email, or sent by U.S. mail or courier service with postage and fees prepaid or by means of any authorized communications equipment not less than seven (7) days before the meeting, excluding the day of the meeting, to each Director at his or her address according to the current records of the Corporation, unless notice is waived.

4.6.2 Special Meetings. Written notice of each special meeting of the Board of Directors stating the time, place and purpose thereof shall be delivered personally, sent by fax or email, or sent by U.S. mail or courier service with postage and fees prepaid or by means of any authorized communications equipment not less than seven (7) days before the meeting, excluding the day of the meeting, to each Director at his or her address according to the current records of the Corporation, unless notice is waived. No business shall be transacted at any special meeting other than the business specified in the notice of such meeting.

4.6.3 Waiver of Notice. Notice of any meeting of the Board of Directors may be waived in writing before, at or after such meeting by any Director. Such waiver shall be filed with or entered upon the records of such meeting. Attendance of any Director at any meeting of the Board of Directors without protesting, prior to or at the commencement of the meeting, the lack of proper notice of such meeting shall be deemed to be a waiver of such notice by such Director.

4.7 Attendance. Directors may attend meetings in person, or participate by any authorized communications equipment (as provided in Chapter 1702 of the Ohio Revised Code) including, but not limited to, by telephone conference, video conference or other electronic technology or communications equipment as long as all persons participating in the meeting can contemporaneously communicate with each other. Participation by authorized communications equipment shall constitute presence at such meeting.

4.8 Quorum. The attendance by any means authorized pursuant to section 4.7 above of a majority of the total number of Directors then serving shall be necessary to constitute a quorum for a meeting of the Directors. At all meetings of the Board of Directors, each Director shall be entitled to cast one vote on any question coming before the Board. Unless otherwise provided in these Regulations, a majority vote of the Directors present at any meeting, if there is a quorum, shall be sufficient to transact any business. A Director shall not appoint a proxy for himself or herself or vote by proxy at a meeting of the Board of Directors.

4.9 Written Action. Any action which may be taken at a meeting of the Directors may be taken without a meeting, if authorized in a writing or writings signed by all of the Directors, which writing or writings shall be filed or entered upon the records of the Corporation. Any electronic transmission by authorized communications equipment (as provided in Chapter 1702 of the Ohio Revised Code) that contains an affirmative vote or approval of a Director is a signed writing for such purposes.

4.10 Committees.

4.10.1 Authority. The Directors shall appoint such committees as shall be necessary from time to time and shall designate the duties of such committees. The committee members shall serve at the pleasure of the Directors. No committee shall consist of fewer than four (4) members. At least one member of each committee shall be a member of the staff of Miami University, whether or not such member is also an Appointed or Elected Director. A majority of the members of any such committee may determine its action and fix the time and place of its meetings unless the Board

of Directors otherwise provides. All committees at all times shall be subject to the control and direction of the Board of Directors and shall report all actions taken at the next succeeding meeting of the Board of Directors.

4.10.2 Executive Committee. The Corporation shall have an Executive Committee to help the Miami University Foundation Board of Directors function efficiently and effectively. The Executive Committee shall have the broad authority of the Board of Directors to act on behalf of the full board during the interval between meetings of the Board of Directors on any matters that the Executive Committee determines should not be delayed until the Board's next regularly scheduled meeting, or until a special meeting of the Board is called as specified in these Code of Regulations. The Executive Committee shall be composed of the President of the Corporation, who shall act as the Chair of the Executive Committee, the Executive Director of the Corporation, and such other Directors appointed by the Board of the Corporation upon the recommendation of the President of the Corporation.

4.10.3 Governance Committee: The Corporation shall have a Governance Committee to (a) provide oversight of the Corporation's structure, polices and processes to ensure compliance with the Corporation's mission and general good governance practices and (b) identify, recruit, nominate and educate qualified and diverse candidates to serve as Elected Directors and Officers of the Corporation (unless such persons are otherwise designated or appointed under the terms of these Regulations). The Governance Committee shall be composed of not less than five (5) nor more than seven (7) Directors, including within that number, the Executive Director of the Corporation and at least two members of the Executive Committee of the Corporation. The Governance Committee Chair and the Governance Committee members (other than the Executive Director) shall be appointed by the Board of the Corporation upon the recommendation of the President of the Corporation.

4.11 Special Appointees; Advisory Board. Special Appointees may be appointed by the Directors to an Advisory Board to serve for a term of one (1) year or until their successors are

elected and qualified. Special Appointees may serve more than one (1) term on an Advisory Board. The Directors shall fix the number of Special Appointees, which number may vary from time to time as the Directors shall determine. Special Appointee shall have no voting rights at any meeting of the Board of Directors or any committee meeting. Special Appointees may review and make comments on the general direction in which the Board of Directors proceeds with specific reference to the purposes of the organization as stated in its Articles of Incorporation. Special Appointees shall be advisory only to the Board of Directors, but substantial weight will be given to their suggestions. Special Appointees may meet with the Board of Directors at such times and places as the Directors shall designate.

ARTICLE V: OFFICERS

5.1 Generally. The officers shall be a President, Vice President, Secretary, Board Treasurer, Executive Director, Treasurer of the Corporation, Chief Investment Officer, Chief Development Officer, Chief Administrative Officer and any other officers the Board of Directors designates.

5.2 President. The President shall preside at all meetings and perform such other and further duties as may be from time to time required by the Directors. The President shall be an Elected Director.

5.3 Vice President. The Vice President shall perform all of the duties and have all the authority of the President in case of the latter's absence or disability. In case both the President and Vice President are absent or unable to perform their duties, the Directors may appoint a President pro tempore. The Vice President shall be an Elected Director.

5.4 Secretary. The Secretary shall review and certify all minutes of the Corporation as prepared by the Executive Director. The Secretary shall be an Elected Director.

5.5 Board Treasurer. The Board Treasurer shall review all statements prepared by the Chief Investment Officer or the Treasurer of the Corporation. The Board Treasurer shall be an

Elected Director.

5.6 Executive Director. The Executive Director shall be the Vice President for University Advancement of Miami University as referenced under Section 4.3(e) of these Regulations. The Executive Director shall oversee the hiring of staff personnel and have overall responsibility for the day to day operation of all functions of the organization. The Executive Director shall provide reports on the operation of the organization to the Board of Directors on a periodic basis or as requested by the Board of Directors. The Executive Director shall keep an accurate record of all transactions of the Corporation. The Executive Director shall give all notices required by law or these Regulations. The Executive Director shall keep a proper record book and shall properly record therein all minutes of all corporate meetings and such other matters as shall be proper or necessary. Further, the Executive Director may also advise the Directors with respect to potentially problematic transactions.

5.7 Treasurer of the Corporation. The Treasurer of the Corporation shall be the Vice President for Finance and Business Services of Miami University as referenced under Section 4.3(d) of these Regulations. The Treasurer of the Corporation shall be responsible for the oversight of the financial operations of the Foundation.

5.8 Chief Investment Officer. The Chief Investment Officer (CIO) shall be the Chief Investment Officer of Miami University. Unless otherwise directed or provided by the Directors the CIO shall have the duties and responsibilities provided in this section. The CIO shall oversee the finances and supervise the custody of all monies and investments, financial records and documents of the Corporation unless otherwise determined by the Directors. The CIO shall supervise the annual preparation of the Corporation's financial statements and the external audit of such statements. The CIO shall support such committees as determined by the Directors and the committee chairs. The CIO shall be not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.9 Chief Development Officer. The Chief Development Officer (CDO) shall be the manager of the Office of Development within the Division of University Advancement of Miami

University. Unless otherwise directed or provided by the Directors the CDO shall have the duties and responsibilities provided in this section. The CDO shall oversee the donor development activities of the Corporation. The CDO shall support such committees as determined by the Directors and the committee chairs. The CDO shall not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.10 Chief Administrative Officer. The Chief Administrative Officer (CAO) shall be the Director of Advancement Administration of Miami University. Unless otherwise directed or provided by the Directors the CAO shall have the duties and responsibilities provided in this section. The CAO shall oversee the administration of the Corporation and stewardship of gifts to the Corporation. The CAO shall coordinate and schedule the meetings of the Corporation, prepare resolutions, and fulfill such other duties as determined by the Executive Director or the Directors. The CAO shall support such committees as determined by the Directors or Committee chairs. The CAO shall be not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.11 Term. Except with respect to the President, Executive Director, Treasurer of the Corporation, CIO, CDO and CAO, each officer of the Corporation shall be elected for a one (1) year term commencing at the conclusion of the day of the Annual Meeting at which the officer is elected and ending at the conclusion on the day of the next Annual Meeting, or until such officer's successor is elected and qualified. Each of these officers may serve two (2) consecutive one-year terms. The President shall serve for one (1) two-year term and shall not be eligible for re-election to such position.

5.12 Removal. Except with respect to the Executive Director, Treasurer of the Corporation, CIO, CDO and CAO, the Board of Directors may remove any officer at any time, with or without cause by the affirmative vote of a majority of the Directors present at a meeting, if there is a quorum.

5.13 Vacancies. Except with respect to the Executive Director, Treasurer of the Corporation, CIO, CDO, and CAO, the Board of Directors may fill any vacancy that may occur in any

office by electing a successor to hold office during the unexpired term of the vacant office.

ARTICLE VI: INDEMNITY

The Corporation shall indemnify to the full extent permitted by the nonprofit corporation laws of the State of Ohio each person who was, is or will be a Director, officer, volunteer or employee of the Corporation (including the heirs, executors, administrators or estate of such person) against any liability, cost or expense incurred by such person in such person's capacity as such a Director, officer, volunteer or employee, or arising out of such person's status as such a Director, officer or employee (including serving at the request of the Corporation as a trustee, director, officer, partner, member, employee or agent of another organization). The Corporation may, but shall not be obligated to, maintain insurance at its expense to protect itself and any such person against any such liability, cost or expense.

ARTICLE VII: CONSISTENCY WITH ARTICLES OF INCORPORATION

If any provision of this Code of Regulations shall be inconsistent with the Corporation's Articles of Incorporation (as they may be amended), the Articles of Incorporation shall govern.

ARTICLE VIII: SECTION HEADINGS

The headings contained in this Code of Regulations are for reference only and shall not be construed as part of or as affecting the meaning or interpretation of this Code of Regulations.

ARTICLE IX: AMENDMENTS

This Code of Regulations (as it may be amended) may be amended or restated by the affirmative vote of a majority of the total number of Directors then serving. Any proposed amendment shall be submitted in writing to each Director at least fifteen (15) days prior to the meeting at which the same is to be voted upon by mailing, faxing or otherwise sending a copy

thereof to each Director in any manner authorized for delivering notices of meetings under Section 4.6 of these Code of Regulations. Provided, however, that Articles III and IV, providing for the selection of Directors and defining Members, shall not be amended without the approval and consent of the Board of Trustees of Miami University given by the affirmative vote of two thirds (2/3) of all members of the Board of Trustees of Miami University.

ARTICLE X: EMERGENCY REGULATIONS

In the event of an "emergency" as defined in Ohio Revised code section 1701.01(U), as it may be amended, corporate actions may be taken in accordance with Ohio Revised Code section 1702.11(C) and (G), as they may be amended.

ARTICLE XI: PROVISIONS FOR REGULATIONS OF BUSINESS

AND CONDUCT OF AFFAIRS OF THE CORPORATION

11.1 Books and Records. The Corporation shall keep correct and complete books of account and minutes of the proceedings of its Directors and any committees.

11.2 Conflicts of Interest.

11.2.1 Gifts. As provided in further detail in the Corporation's Conflict of Interest Policy (the "Policy), no Covered Person (as defined in the Policy) shall solicit or accept, directly or indirectly, anything of substantial monetary value (including any gift, gratuity, favor, entertainment, loan or other consideration) from any person or entity which has, or is seeking, a contractual, donative, employment, financial or other beneficial relationship with the Corporation without first making a disclosure of such conflict of interest to the Board of Directors. All of the Directors, officers, employees, committee members and certain other volunteers of the Corporation are "Covered Persons" as defined under the Policy (with respect to volunteers of the Corporation the Policy applies to such other volunteers determined and identified as a "Covered Person" under the Policy).

11.2.2 Conflict of Interest Procedure. When the Board of Directors is considering a proposed transaction that may benefit the private interest of a Covered Person of the Corporation, the procedure outlined in the Conflict of Interest Policy adopted by the Board of Directors shall be followed.

11.2.3 Appointed Directors. Appointed Directors (under Section 4.3 of these Regulations) are subject to all applicable laws and University policies including Ohio Ethics laws and related University policies. In the event of any conflict between such Ohio Ethics laws and University policies for Appointed Directors, the Ohio Ethics laws and University policies shall prevail and take priority over the conflict of interest procedures and provisions contained in this Section 11.2.

11.3 Compensation. Service by Elected Directors shall be strictly voluntary and such Elected Directors shall not receive compensation for their services to the Corporation as Directors.

11.4 Dissolution. The Corporation shall be dissolved only upon the affirmative vote of a majority of the total number of Directors then serving and with approval of two-thirds of the members of the Board of Trustees of Miami University voting at a regular meeting of the Board of Trustees of Miami University.

Upon dissolution, all of its property of whatever nature and wheresoever situated shall vest immediately and absolutely in Miami University, to be used in total for the purposes of Miami University, subject, however, to any and all limitations and conditions under which it is held by the Corporation at the time of dissolution.

ARTICLE XII: DEADLOCK

In the event of deadlock in the Directors' management of the corporate affairs, the provisions for the appointment of the provisional Director under Ohio Revised Code section 1702.521 shall be used to resolve the deadlock.

ARTICLE XIII: SUPERSEDES PRIOR CODE OF REGULATIONS

This Amended and Restated Code of Regulations amends, restates and supersedes in the entirety all previous codes of regulations (regardless of how titled) and all prior resolutions by the Directors amending such codes of regulations. This Amended and Restated Code of Regulations shall be the only code of regulations of the Corporation and only may be amended, modified or restated only in accordance with the terms of these Regulations.

CERTIFICATE OF ADOPTION

The foregoing Amended and Restated Code of Regulations was duly adopted by the Board of Directors of the Corporation with the approval and consent of the Board of Trustees of Miami University effective as of the ____ day of _____, 201~~5~~⁴³

Secretary Signature

Printed Name: _____



BOARD OF TRUSTEES
ROUEBUSH HALL ROOM 212
OXFORD, OHIO 45056
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WWW.MIAMIOH.EDU

December 4, 2015

RESOLUTION R2016-xx

WHEREAS, the Honorable Paul Ryan, Speaker of the House of Representatives, was born and raised in the community of Janesville, Wisconsin and is a fifth generation Wisconsin native; and

WHEREAS, Paul Ryan traveled from his native Wisconsin to the State of Ohio, City of Oxford, to attend Miami University; and

WHEREAS, Paul Ryan graduated from Miami University in 1992, having double majored in Economics and Political Science; and

WHEREAS, in 1998 Paul Ryan was elected to Congress to represent Wisconsin's first district in the United States House of Representatives, and has served as; chairman of the House Budget Committee, nominee for vice president of the United States, and chairman of the House Ways and Means Committee; and

WHEREAS, on October 29th of this year Congressman Ryan was elected Speaker of the House of Representatives; and

WHEREAS, Speaker Ryan now holds the highest position of national leadership amongst all living Miamians and the highest ever by a Miamian since the 23rd president of the United States, Benjamin Harrison, Miami Class of 1852.

NOW, THEREFORE BE IT RESOLVED, that the Miami University Board of Trustees does hereby express the sincerest congratulations to Speaker Ryan for his momentous election to this prominent position of national leadership and legislative responsibility; and

BE IT FURTHER RESOLVED, that the Board of Trustees offers its best wishes for Speaker Ryan to lead the House of Representatives to advance our great Nation and to serve all Americans; and

BE IT FURTHER RESOLVED, that the Board of Trustees also thanks and recognizes Janna, Liza, Charlie, and Sam Ryan, and warmly extends an open invitation for the entire Ryan family to visit Miami University.

Done, by the Miami University Board of Trustees, this fourth day of December, Two Thousand Fifteen, at Miami University, in the City of Oxford, County of Butler, State of Ohio, during the Two Hundred and Sixth year of the University's Charter.

Board of Trustees

December 4, 2015



MIAMI UNIVERSITY

University Advancement Report

Tom Herbert, J.D.

*Vice President, University Advancement
Executive Director, Miami University Foundation*



MIAMI UNIVERSITY

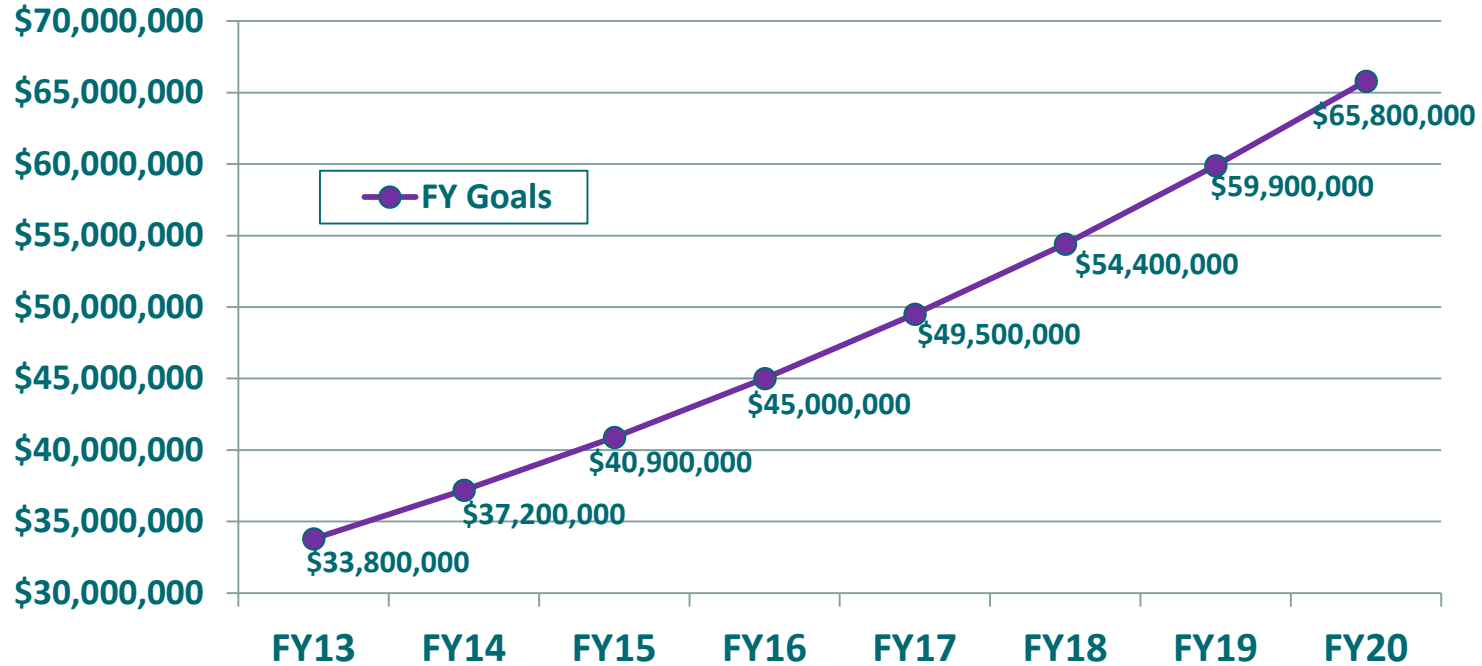
Topics

- 2020 Plan Fundraising Update
- Fundraising Focus in FY'16
- Update of New Advancement Initiatives

2020 Plan Fundraising Update



2020 Plan Fundraising Update



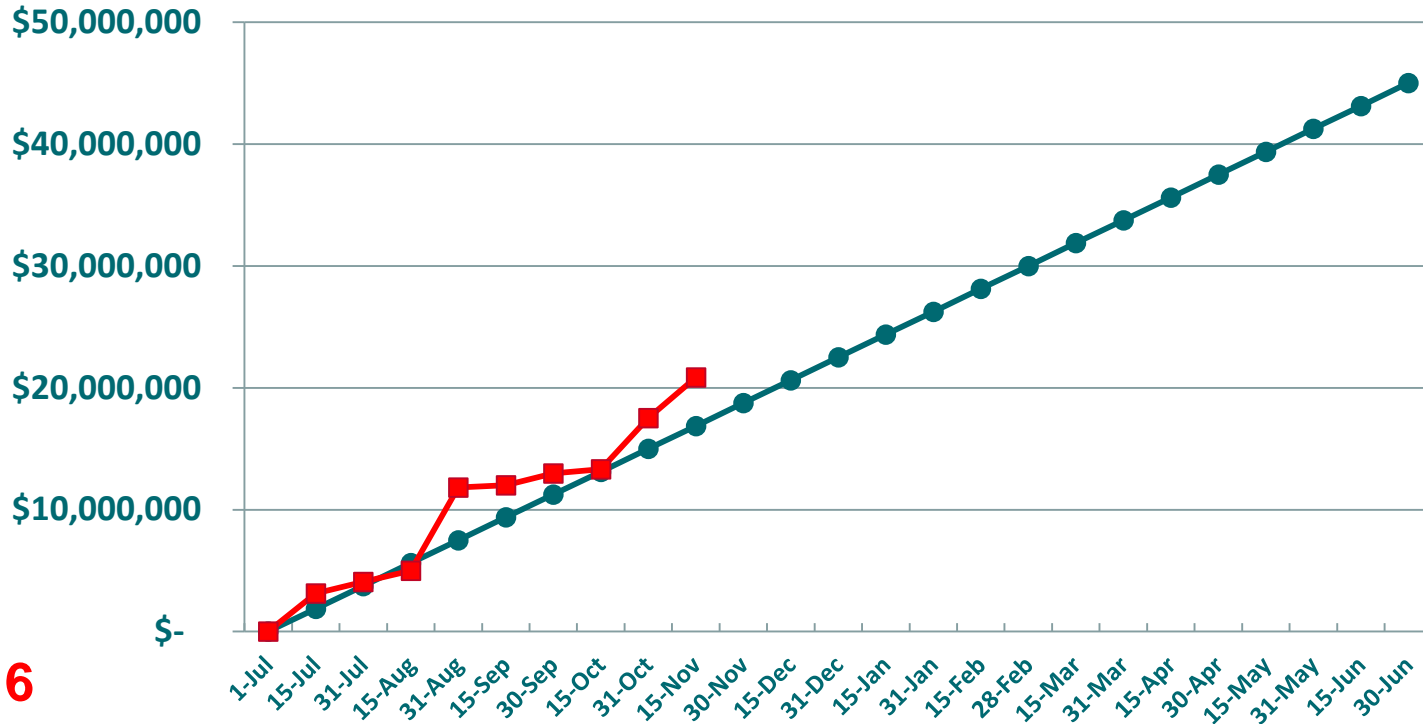
2020 Plan Fundraising Update

FY'16:

- Goal : \$45,000,000
- Raised to date: \$20,865,000 (46% of goal)

2020 Plan Fundraising Update

FY'16



Fundraising Focus FY'16



MoveInMiami

- Goal: 2,019 donors on Move In Day (20 hours, 19 minutes)
- Total: **3,281 donors, \$672,757** (2014: \$506,371)



Miami Promise Scholarship Campaign

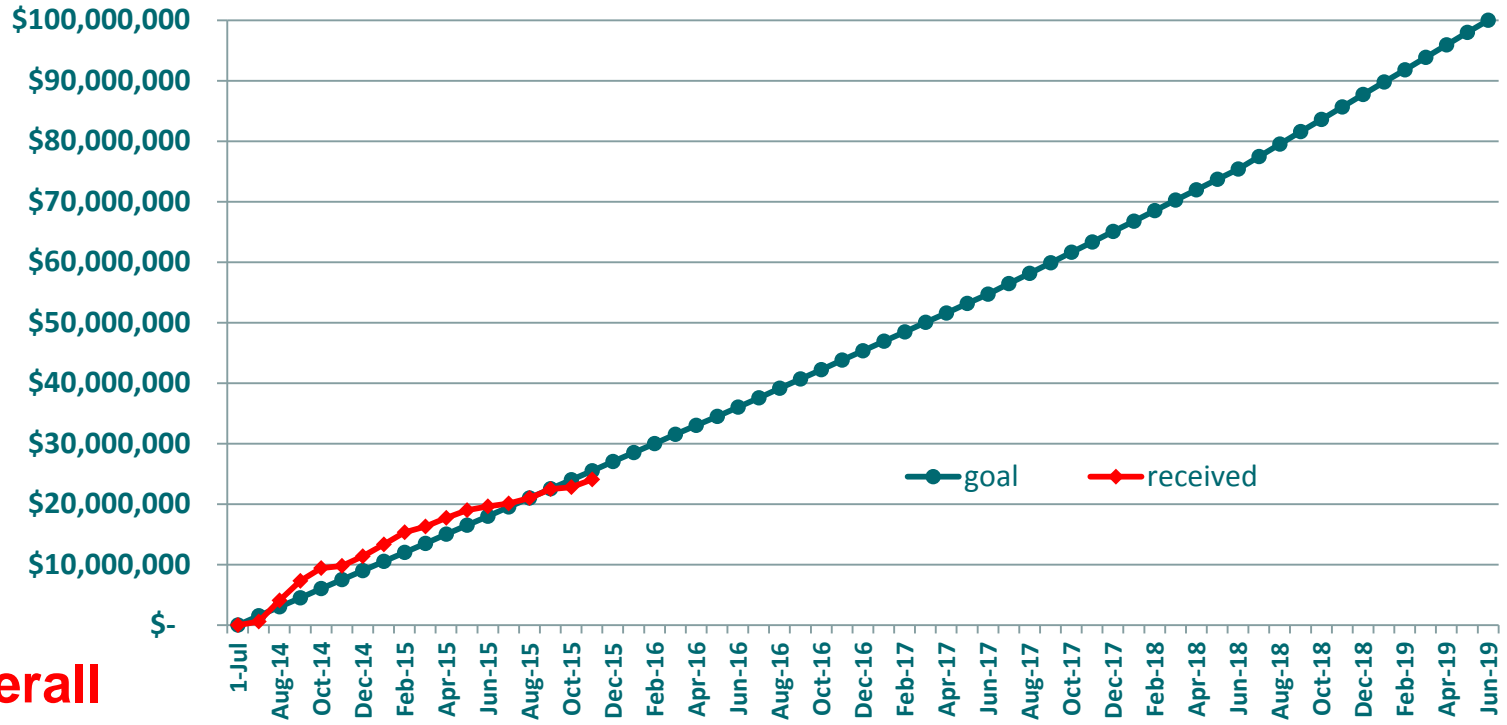
- Publicly launched Fall '14
- \$100 million goal over 5 years
- Matching programs developed
- Scholarship stewardship upgraded

Miami Promise Scholarship Campaign FY goals

- FY'15: \$18.0 million -- \$19.8 million raised
- FY'16: \$18.0 million -- \$4.3 million received to date
- FY'17: \$18.7 million
- FY'18: \$20.7 million
- FY'19: \$24.6 million

Miami Promise Scholarship Campaign

Overall

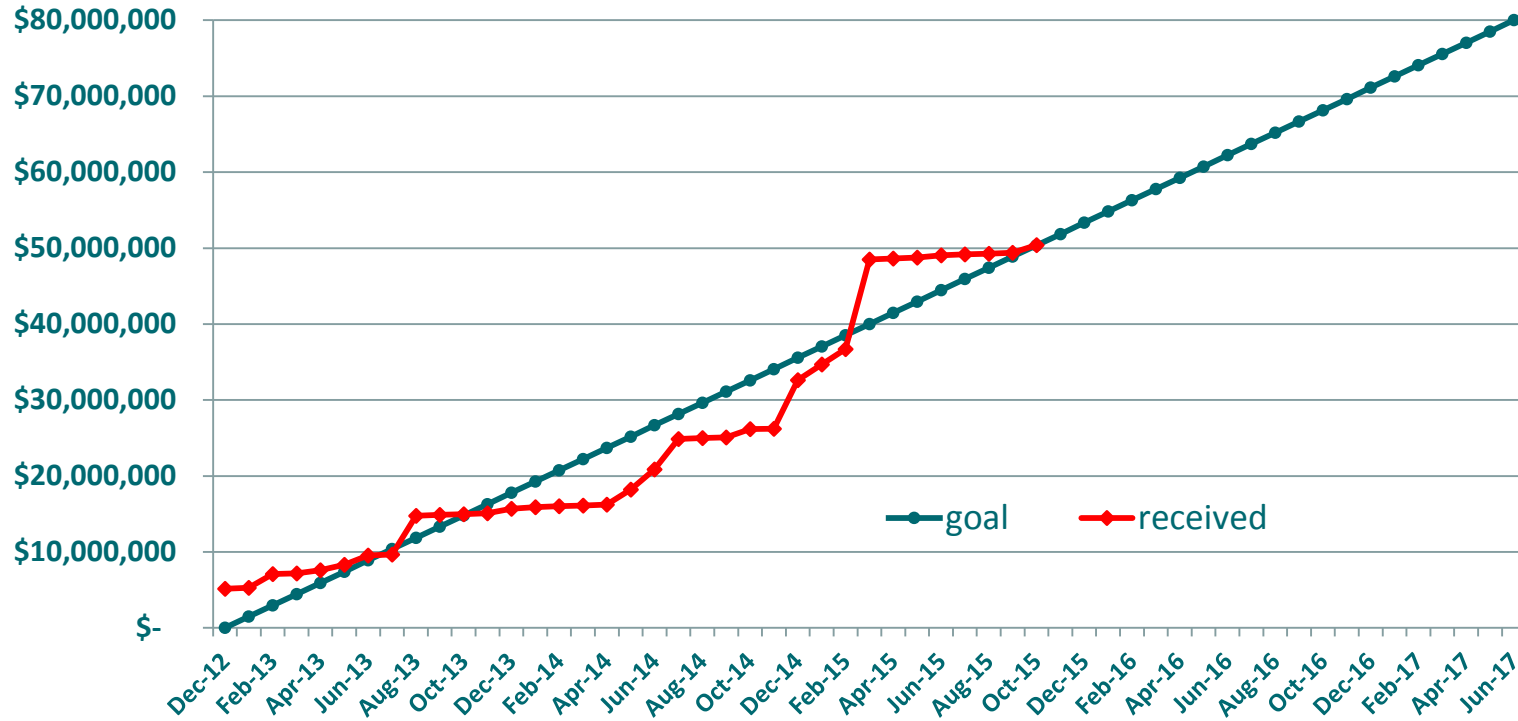


Campaign for Intercollegiate Athletics

- \$80 million campaign publicly announced
- Raised \$50.4 million to date



Campaign for Intercollegiate Athletics



Armstrong Student Center East Wing

- Fundraising target: \$6 million for East Wing
- \$5.2 million raised to date
- In discussions for a \$2 million commitment



The Humanities Center

- Fundraising target: \$1.5 million (NEH Challenge Grant, by July 2019)
- FY'15 Fundraising goal of \$150,000 achieved
- Raised to date: \$246,000
- Goal to qualify for \$150,000 FY'16 match: \$450,000

New Advancement Initiatives

- What is next?
 - Wealth Screening
 - Refreshed info on entire database late November
 - Crowdsourcing Implementation
 - Allows for student projects to receive donor funding through a direct web interface
 - Staff Additions
 - IT, Alumni Relations, Communications



Pride of Case V Awards

#MoveInMiami

- Gold/Platinum finalist – Best Practices in Fundraising
- Gold – Best Program in Annual Giving

Graduating Champions Campaign Case Statement

- Gold – Best Program in Cultivation Publications

Be Mine Miami, tumblr

- Gold – Best Use of Social Media

Pride of Case V Awards

#MUThankU (Day Without Donors)

- Bronze – Best Collaborative Program

Endowment Annual Report

- Bronze – Best Program in Donor Recognition

Giving Tribute

- Bronze – Best Tabloid/Newsletter



Thank you!





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**MIAMI UNIVERSITY
 BOARD OF TRUSTEES
 Oxford Campus
 Minutes of the Board of Trustees Meeting
 Marcum Conference Center, Rooms 180-186
 Friday, September 25, 2015**

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

The meeting was called to order at 9:00 a.m. in the Marcum Conference Center, on the Oxford Campus with the Board Chair, Mr. David Budig, presiding. The roll was called with a majority of Trustees present, constituting a quorum. In addition to the Board members; President David Hodge, Provost Phyllis Callahan, Senior Vice President David Creamer, and Vice Presidents Jayne Brownell, Thomas Herbert, Michael Kabbaz and J. Peter Natale were also present; as were; Robin Parker, General Counsel; and Ted Pickerill Secretary to the Board of Trustees. Members of the faculty, staff, student body and community were also in attendance.

Present: John Altman (National Trustee) Jagdish K. Bhati David H. Budig Robert E. Coletti (National Trustee) C. Michael Gooden (National Trustee) Ciara Lawson (Student Trustee) Mary Adeline Lewis (Student Trustee)	Dennis Lieberman Sharon J. Mitchell Diane Perlmutter (National Trustee) Mark E. Ridenour Robert W. Shroder Stephen P. Wilson
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Absent: Terry Hershey (National Trustee)

The meeting began with the Public Sessions

Public Study Session

Regional Campus Implementation

Provost Callahan updated the Board on progress to date in implementing changes to enable the Regional Campuses to become a semi-autonomous unit, better able to meet the needs of students and the region.

The update addressed new degrees, department structure, governance, curriculum approval, faculty appointments, efforts to enhance enrollment, and the implementation timeline.

Provost Callahan's presentation is included as Attachment A.

Miami Ideas, the Year of Creativity and Innovation

Miami Ideas Co-Chairs Peg Faimon and Glenn Platt presented information on Miami Ideas and activities associated with the Year of Creativity and Innovation.

Professor Faimon and Professor Platt informed the Board that the efforts includes 11 subcommittees focused around three themes; Programs, Spaces, and People. Programs include items such as: the introduction of the topic; communication to an external audience; capturing the internal audience; and the planned Idea Summit conference, scheduled as a type of capstone at year's end. Spaces include: local spaces, such as offices and classrooms; university spaces, which facilitate cross-discipline interactions; and remote spaces, which could be off-campus or virtual. People include: trained creative coaches; creative fellows, which are akin to visiting scholars; creative cohorts, which are certified groups that will extend this creative effort into the years ahead.

The presentation concluded with a creativity exercise for the members of the Board and the Administrative Officers.

The Miami Ideas presentation is included as Attachment B.

Public Business Session

Comments from the Public

There were no requests to address the Board.

Approval of the Minutes of the Prior Meeting

Trustee Shroder moved, Trustee Bhati seconded, and by voice vote the minutes of the June 26, 2015 meeting of the Board of Trustees were unanimously approved.

Consent Calendar

Trustee Bhati moved, Trustee Wilson seconded, and by voice vote the resolutions presented on the Consent Calendar was unanimously approved.

Designation of Emerita/Emeritus

RESOLUTION R2016-01

BE IT RESOLVED: that the Board of Trustees hereby approves the following for the rank of Administrator Emerita effective on the formal date of retirement:

Pamela L. Wilkins
Student Affairs

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

David J. Keitges
Global Initiatives

Campus Naming

RESOLUTION R2016-02

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

Jay Hayden Baseball Center
(Legacy Project at Hayden Field)

The new baseball center is named in honor of Jay Hayden ('74) in recognition of his lead gift to the project as well as his leadership on the Graduating Champions Campaign Steering Committee, and other volunteer roles.

Conferral of Degrees

RESOLUTION R2016-03

BE IT RESOLVED: that the Board of Trustees hereby approves the conferring of all appropriate degrees, honors, and distinctions, as recommended by the Faculty Assembly, for all Commencement exercises scheduled during the 2015-2016 academic year.

Allocation of Restricted Funds

RESOLUTION R2016-04

BE IT RESOLVED: by the Board of Trustees that the below stated funds be allocated from unrestricted contributions to the Miami University Fund for the period July 1, 2015 to June 30, 2016:

University Division

President	\$43,250
Academic Affairs	\$100,000
Finance & Business Services	\$150,000
University Advancement	\$218,900
Total	\$512,150

Comments by the Chair

Chair David Budig relayed the following information:

Good morning and welcome to this meeting of the Miami University Board of Trustees. Thank you again Phyllis for your update on the Regional Campuses, and thank you Glenn and Peg for sharing the many activities of this Year of Creativity and Innovation.

One month ago, we welcomed the class of 2019 - an exceptional and historic class which continues Miami's trend of enrolling students of ever increasing academic achievement. With 13.7% of the students representing domestic diversity, and 7.9% from around the globe, the Class of 2019 is the most diverse ever. With an average ACT score of 28.0, this average is among the top 10% of all test-takers nationally and makes this class the most academically accomplished group to ever enter Miami in the Fall. The more than 3,800 students in the Class of 2019 is also Miami's largest entering class, representing 1,344 high schools, 39 states, the District of Columbia, and 36 nations. We look forward to the many events, activities and achievements they experience over the next four years and we welcome them to Miami.

Much of the campus turned out to assist these students and their families on Move In day. Not only helping unload cars, trucks and SUVs, but also through a #MoveInMiami day-of-giving effort that began with the goal of attracting over 2019 donors in 20 hours and 19 minutes. This was the second year of such an effort, and it set new standards, shattering goals in the process.

The Development Office reported that the original goal of 2019 donors was reached early in the evening and a new goal of 3,000 was declared. In the end, 3,281 people donated and in all, \$672,257 was raised from gifts and matching donations. Driven largely through social media, such as Facebook and Twitter, #MoveInMiami recorded 13.2 million social media impressions.

Donors ranged from the Class of 1947 to the Class of 2019, with the Class of 2010 recording the most gifts. One of the greatest leaps from the first year to second was by Miami's regional campus, commuter and non-resident students and alumni, who made more than 350 gifts.

Thank you to everyone who participated in this extraordinary fundraising effort.

Also marking the start of each year is the President's annual address. I had the pleasure of attending the event again this year, to listen to President Hodge's tenth address – and I must say he's getting pretty good at these! Despite some minor technical glitches, the message was an outstanding one.

David focused on the Year of Creativity and Innovation and the concept that creativity can be taught, emphasizing the “yes and” thinking to unleash creativity.

We join David in being certain these efforts will contribute not only to creativity and innovation but also to the success of Miami University and our students. We look forward to

what promises to be an extraordinary and meaningful year.

Also, during the upcoming year, a significant and very important effort will be identifying Miami's next president, and I'd like to update everyone on those efforts.

The selection of a university president is one of the most important responsibilities of the Board, and we want this to be an inclusive process and everyone is encouraged to participate in the search by nominating potential candidates through the presidential search website. We will also use the website to post information and updates regarding the search to keep everyone informed.

At the June meeting of this Board, we established the composition of the presidential search committee, and we expect to name the specific members by early next week.

The selection of president is so vital to a university's future, that it is standard practice for national universities of Miami's size and reputation, to be assisted in this process by search consultants who are experts in this area. For this search we have hired Isaacson, Miller, with whom we have worked extensively in the past, and who understand Miami and our values. We are confident that they will help us identify an exceptional scholar and leader to become Miami's next president.

Isaacson, Miller recently visited the Oxford Campus and the Voice of America Learning Center, to meet with 24 groups and individuals to create a scoping document describing Miami University. The Board of Trustees is carefully listening to the input of all constituents and we thank everyone who attended these meetings and the nearly 300 people who participated through the on-line survey on the presidential search website. If you missed the forums, there is another opportunity for everyone to visit with the consultants on Wednesday, September 30, at 11:00 am in the Wilks Theater in the Armstrong Student Center.

The Board of Trustees and the Search Committee will be reviewing the draft scoping document and we hope to have it finalized and posted on the website within the next couple of weeks

I look forward to working with the search committee to begin reviewing what we expect to be a very large group of exceptional individuals. The Board of Trustees has received a petition which includes a request to bring at least two finalists to visit campus. We have considered the petition, and we do understand this request and the desire to meet and evaluate at least two finalists. We deeply value the input of faculty, staff, students, and alumni; indeed, our appreciation of this input and the importance we place upon it are what drove the composition of the search committee, which includes three faculty selected by faculty assembly. While we understand and appreciate this desire to evaluate multiple finalists, we also desire to build the most robust, well-qualified pool of potential candidates possible, and we believe the best way to achieve this is through a commitment to the selection and announcement of one finalist.

Therefore, we believe the best and most appropriate way to identify Miami's next president is to trust and allow the search committee to fulfill their very important responsibility to narrow

the field to a short, unranked list of acceptable and very well qualified individuals, then to allow the Board of Trustees to identify the single finalist. We expect this process to last six to nine months and to introduce a finalist to the university community this Spring.

It is an exciting and energetic time to be at Miami University, and we look forward to what promises to be a very significant year.

Thank you.

Following his comments, Chair Budig and the other members of the Board of Trustees recognized President Hodge's birthday.

Reports, Ordinances and Resolutions

President's Report

Miami University President Hodge relayed the following:

Thank you. I hardly know where to start, except to say I'm very grateful you didn't put the candles on the cake. But thank you for that kind thought; and I guess that certainly fits in with our theme of unusual creativity as we move forward, so I appreciate that! Thank you!

I'd really like to start my remarks by a couple of shout-outs. The first one is to the Regional Campus Process and to all of the people that are participating in it; and a special shout-out to John Skillings, who's come out of retirement to take on some responsibilities to help us move forward with this. This is really a remarkable moment of creativity; as the Regional Campuses re-imagines what it can do to better serve the students and the region. I cannot say enough good things about what a profoundly creative and important and impactful process this has been. So that's my first shout-out.

The second is a shout-out to the Physical Facilities Department on the campus. You know for ten years we've heard lots of things about how beautiful Miami's campus is, but this fall we're hearing a deluge of comments, about "this is the most beautiful that I have ever seen the Miami campus," and that's not by accident! Sure we were lucky this year and we had lots of rain over the summer and that kept the grass green across the campus; but we have been facing some huge challenges. We've taken down literally hundreds of ash trees which have succumbed to the emerald ash borer; and yet the campus looks more beautiful. And this fall, there will be another very substantial amount of planting that will take place. What's so different is that there's an overall design and approach towards this that is making such a difference and the commitment of our staff on a regular daily basis to making sure that the campus looks beautiful is obvious. So just a huge shout-out to them.

In addition, many of you walk through or drove around the new East Quad renovation which is just absolutely remarkable. Being able to take on the entire quad rather than building by building, or residence hall by residence hall, we were able to reconceive how the space would look, eliminate one of the streets in the middle, and change our approach towards energy with

profound results. Even though we added air conditioning to all of those residence halls, the expectation is that energy use will drop by 52% throughout those halls. That demonstrates remarkable creativity and innovation on the part of our staff to make sure that Miami is extremely well served; not just for today, but looking well into the future. And you perhaps have noticed around the campus some of the new plantings of trees and new orientations, even including the reintroduction of elm trees on High Street. I couldn't be more excited to think about what the campus is going to look like in twenty or thirty years out. While most of us have our focus on the day to day, it is really important that our staff think in the long-term and the campus has never looked more beautiful.

Also today, I want to highlight the fact that we'll have a dedication of the Jay Haden Baseball Center this afternoon. This is a remarkable addition to our facilities; it will serve our student athletes exceptionally well and it's a facility that's been fully funded by gifts from our alumni. Our former Trustee, Don Crain, has played a significant role in that as he has urged former baseball players to give back to the University and give forward to the next generation of student athletes who are going to have this great opportunity. So in addition to that, it is going to be a building that is honoring Jay Haden. Jay served many years on the Foundation Board; many of those years as the President, and he and his family have given terrifically to this University over all of the years. So I couldn't be more pleased to have Jay finally recognized for his exceptional contributions to the University.

Turning to the new class. Thank you, Chair Budig, for identifying the qualities and characteristics of the incoming class; very impressive statistics! Couldn't be more excited for what we have to look forward to. But there is one other quality that we have a harder time putting our fingers on; but figures very prominently in our recruitment of new classes and that is we are looking for students with a particular spirit. We refer to it as being academically ambitious students; students who have a fire in the belly, a grit, an energy that will take advantage of the opportunities at Miami and at the same time, contribute to those. Well, part of what we want to do is to find ways to stimulate that energy and move it forward, so I'd like to share with you a video that some of you may have seen before; but that describes or shows to us what Welcome Week looked like for these new students. I think it gives you a sense of that energy quality that we've been talking about [Video Presentation].

Well, I think it's pretty clear our students have energy! The challenge we have now is to channel that energy into their academic pursuits; to capture that energy and to really help our students go after their studies! That's the cool thing about Miami. So we do this in a variety of ways. This week, for example, we introduced our students to the opportunity to have first-hand interactions with people who are significant players in the world. We had an astronaut, Al Warden, on Tuesday night, who, in the question and answer period, was asked by one of students, "So should we go back to the moon?" His answer was, "Well if we want to put a huge telescope on the back side, which would give us unparalleled pictures of the universe, yes; otherwise no - we need to go to Mars." Then he went on to explain why we want to go to Mars. The next night we had Robert Gates, former Secretary of Defense, who was asked similarly difficult questions about "Well, was our invasion of Iraq a mistake"? These are the opportunities our students have. Then yesterday, we had Immaculée Ilibagiza, a survivor of the Rwandan genocide. In one hundred days, one hundred days, between five hundred thousand and one

million people from Rwanda were slaughtered, were murdered. She hid for ninety-one days in a bathroom and avoided being killed; but obviously, emotionally, she's tremendously affected by this. So our students have the opportunity to see and hear first-hand from somebody who experienced that. So this is part of what we do.

But another part of experiential learning; in addition to having these first-hand accounts with people who really made such a difference in the world, is to utilize technologies to give our students unparalleled access to opportunities. So less than a week after the announcement of the discovery of *homo naledi*, the newly discovered ancestor of humans that made global headlines, Miami University students were holding precise, plastic replicas of some of the fossils in their hands. This is because the research team had uploaded not only photos, but three dimensional digital scans of many of the fossils. With the help of Jeb Card, Visiting Assistant Professor of Anthropology, and John Williams of Miami's Business, Engineering, Science and Technology Library, copies of fossil jawbones, teeth and a finger bone were processed and printed using a 3-D printer at the B.E.S.T. Library. Dr. Card also used 3-D printing in Miami's high school Summer Scholars Program, as well as advising an anthropology major with an undergraduate summer studies award in building a virtual museum of Miami's archeological materials to be put online.

"I am in the fortunate position of teaching paleoanthropology this semester", said Linda Marchant, Professor of Anthropology. "How often does it happen that a momentous discovery happens when you are teaching a class on that subject? Thanks to these new technologies, I'll be able to show them a sample of the hundreds of newly discovered fossils," she added. This is a real as it gets in letting our students see first-hand and hands on what the fossil record looks like, even as more of it is being uncovered. So I had an email exchange with Dr. Marchant, and she went on to say in this email to me, the following: "The newly discovered fossil story is also a wonderful example of sharing within the scientific community. Lee Berger, the American Paleoanthropologist at the University of Witwatersrand in Johannesburg, South Africa, has been a leader in giving early access to new fossil finds. He has also taken the bold step of naming a new species in our genus *homo*. He's named the species *homo naledi*, it means star in the Sotho language, and the fossils are from the Rising Star Cave. Putting this material up for others to see, comment on and copy is remarkable and I hope a sign of the future". A future that we need to embrace as a university with the extraordinary opportunities it gives to our students.

The fossils themselves, not yet dated, are abundant; more than 15 individuals are represented in this cave. And she goes on to say, "As I said earlier, this is wonderful. This semester I am teaching 355, paleoanthropology and with the 3-D printing technology, I can put some of these fossils in my students' hands. Right now, I have a beautiful (well to me) specimen of a partial lower jaw, a partial lower jaw right side, and a gorgeous finger bone with fascinating curvature." If you're in that class, that's a big deal! She goes on, "We are going to print out more of the fossils, especially skull evidence; I'm using this material in paleoanthropology and my colleague Scott Suarez, will use it in our core course, Foundations of Biological Anthropology. Who says Christmas only comes one day a year? I got my gifts early!"

I think this is just a tremendous example of why the emphasis on experiential learning is so important to our future. We are a long ways away from the days when many of us sitting

around this table, went to a university and only a privileged few had access to these materials; only a privileged few got to see these things in a short timeframe, and now they're out there for the world to use and to learn from. It adds enormously to the motivation of our students and motivation is one of the critical factors in stimulating student success.

And speaking of student success, we had a very successful job fair this fall. We had two hundred and ninety-five firms visit us; up from two hundred and sixty last year, setting a record! We have no more room; we had a waiting list of firms who wanted to come and recruit our students, but we simply did not, even with all of Millett and all of the areas around the concourse, have room for all of the firms that wanted to be there. The longest distance travelled was nine thousand miles - SunCorp came from Australia - to recruit our students because they know how good they are. Speaking of how good they are, a few days later, actually over Homecoming weekend, I was speaking to an alum who was one of the recruiters, and she made the point that this year, they had increased their recruiting. She had come the year before for her division of the company to recruit Miami students, and the student they recruited performed so well, that other divisions of the company were coming to the Career Fair to recruit Miami students as well. That's the outcome we are looking for. Another interesting aspect of the job fair is that the percentage of registered employers who are recruiting ALL majors went up from 25% to 33%, so we're seeing an increase in the proportion of employers who recognize that if you can get a well-educated Miami graduate, regardless of the major, they can provide a tremendous advantage to a firm. Finally, the student statistics are equally, if not more stunning. In 2014 there 2,370 students who participated, in 2015, this year, there were 3,633. A tremendous increase in the number of students who participated in making this a tremendous activity.

Finally, I would like to turn to the questions about the annual address; thank you David Budig for highlighting that in your remarks. This Year of Creativity and Innovation is really already having an extraordinary impact in generating the kinds of conversations around campus that will affect us for the long term. I want to reach out and say another shout-out for Glen Platt and Peg Faimon for all the work that they've done, and all the work that the committee has done to stimulate interest in these activities around the campus. I'd also point out that this year, as we're going out to our alumni events, we are highlighting creativity, and at each site we have an alum on the creative side of activities leading the charge and sharing their experience with our students, so I'm very excited about that.

As David Budig noted, I think the most important thing I want to highlight here is that the goals are long term. We have two primary goals, the first goal is that we are in a better position to produce more creative and innovative graduates, that's job one. We want to make sure that our students, building on the job fair notion, are really at the top of their game in what they learn and how they proceed and so forth. Secondly, we want to be a creative university. We certainly need to find ways in which we can continue to create the spaces and the programs and the ideas that generate the excitement that continue to stimulate innovation and creativity on our campuses. Because at the end of the day, that's what the heart of what the university is all about. For those of us who are in the faculty ranks, we have always been driven by the notion to see things differently, in new ways and to discover new information. That's why experiential learning is so important, because it comes back to sharing that excitement of discovery and learning and the very processes that our students go through.

I emphasized two major themes. The first is, what are the qualities and capacities that an individual needs in order to be creative? We're not talking about creative here in the sense of can you draw a stick figure or can you do something else; we're talking about, can you put ideas together and generate them in a new and novel way? I emphasized several of them for personal qualities and capacities: curiosity, motivation, fearlessness, knowledge, collaboration, persistence and initiative. So these are qualities when we think about what we do inside our classrooms and what I'm hoping, is that we'll reflect on these qualities, these capacities and say, "what can I do to augment the way that students will acquire these capacities through the activities in my class"? For institutional qualities, I focused on sense of purpose or mission, how important that is, that all of us who work at a place like Miami, understand and are committed to what Miami's all about.

Secondly, it's about the institutional commitment to continual improvement; how do we continue to make sure we are a better university; doing what we do, delivering better results all the time? At the individual level, it's autonomy; the ability for individuals throughout the university to feel that they have some control over what they do, that their voice matters, and that they are a part of the process. Finally, mastery, that we help our staff and faculty acquire the skills that they desire in order to advance, because we will all benefit from that. So this is the background, and I couldn't be more excited about this. The interesting thing is how deeply this can penetrate now into the university and how much it reflects what our students are picking up.

On Tuesday night, we had the privilege of having Astronaut Al Warden here and one of the purposes of the visit was to award the Astronaut Foundation Scholarship which is the largest scholarship award in the country for merit based science. And the winner this year at Miami is Maeva Metz, who also won a Goldwater Scholarship; she's just a great student doing great work in microbiology and immunology and just a fantastic student. I want to close my remarks by quoting her speech that she gave in accepting the award. She talked gratefully about her experience at Miami and then she said I have two pieces of advice, so here's what she had to say:

First, do not let fear, intimidation or preconceived notions stop you from trying something. I'm equally at fault for falling for this as well as overcoming it. I think on a daily basis we are our own worst critics. We're constantly telling ourselves that we're not good enough based on how we see ourselves compared to our preconceived notions of the competition. However, I believe if we really want to strive for a particular goal, there is nothing that should stop us from trying to achieve it. The worst result of this effort and stride is rejection, but what is so bad about that? During the process of trying to reach that goal you've probably strived and taken part in opportunities and experiences you would have otherwise never pursued, had you not put that level of achievement in front of you. So you've ultimately made yourself a better, stronger person and given yourself an opportunity for constructive self-reflection and feedback from others. None of us are perfect; life is about constantly adapting and seeking to improve ourselves. And, speaking of growth, my second piece of advice is: growth and gaining knowledge only begin once the walls of your comfort zone have been knocked down and the perception of challenge has begun. I think this applies to research almost

more so than any other area, because in research when we are not sure how to do something or what the outcome will be, we initially freeze in fear and stress because of the challenges that lie in front of us. But I think we need to change our perception of challenge and uncertainty to a viewpoint of opportunity. An opportunity to achieve in an area of untapped potential; it forces us to question ourselves, what we're doing and why.

That, coming back full circle to the energy that we're looking for in our students, is why Miami is so successful in helping our students achieve these lofty goals.

Report of the Chair of University Senate Executive Committee

Dr. Yvette Harris, Chair of the Senate Executive Committee reported the following:

Good morning, everyone. You've had the opportunity to read the report from the Executive Committee of the University Senate, so I'm just going to go through and just highlight what I feel are salient points from the report. One of the things that we've done at executive committee meetings is that we've established our calendar for the year; and as you can see, we're going to be very busy and very booked for the year. The other thing that we've worked at doing is confirming University Senate committee membership and we're still working at assigning or asking faculty and staff to participate on various committees. Our goal is to have that completed in a couple of weeks.

At our executive committee meeting we also had a special election for the chair elect and we approved the appointment of Senior Associate Provost, Maria Cronley, as the University Secretary. We also discussed revisions to existing degrees, such as a Theater Arts Minor and a Film Studies co-major which we are incredibly excited about, as it gives our students depth and breadth in film studies. We also discussed, or actually had special reports by Amit Shukla and Chris Makaroff, Institutional Council co-chairs, on the State mandates and we anticipate having a very busy and active senate year. Some of the special reports that we anticipate listening to involve mandates from Institutional Council, discussions on the Regional Campuses as they develop their identity, as well as the possibility of a tuition guarantee.

A written report is included as Attachment C.

Report of the Student Body President

Joey Parizek, Student Body President relayed the following information:

Good morning ladies and gentleman of the board, it is great to see all of you again and spend some time with you this morning at breakfast. The Associated Student Government is excited to be back in Oxford. I just wanted to provide you with a brief update. With Senator elections wrapped up a few weeks ago, the Student Senate has reconvened to discuss and address issues pertinent to the student body, the University and the Oxford community. Representation in the senate now includes on-campus, off-campus, and academic senators. All senators will work with the rest of the Executive Cabinet and myself to best represent the broad and diverse

set of interests students have both in and outside the classroom.

Already, the Student Senate has taken up a resolution that greatly affects the entire student body at Miami University and future classes to come. On Tuesday, Student Senate voted 47 – 0 on a resolution reaffirming support for the adoption of a Guaranteed Tuition Program that would lock in the tuition rate for students for their eight semesters at Miami University. Rising tuition costs cause financial strain on many Miami students and their families. Students are increasingly more dependent on scholarships, loans, grants and financial aid to cover the costs of their education. This guarantee will give students the ability to accurately forecast their finances during their time at Miami University and dissolve the uncertainty of rising costs. Financial security increases student retention rates and also the likelihood of graduation, which both are in line with the 2020 goals of the University. We realize that the fine details of the program still need to be developed, but we hope that you will take strong consideration into beginning the process of implementing a Guaranteed Tuition program that would be highly beneficial for all students and the University.

Other initiatives we are currently working on include: raising awareness of mental health issues; making study abroad opportunities accessible for more students; developing stronger relations with our alumni, especially internationally, to meet the needs of our rising international population on campus; continued efforts on working with the University to create alternatives to high-risk drinking Uptown, such as the implementation of alcohol sales at Yager stadium during football games; implementing a bike-sharing program on campus as well as addressing other relevant sustainability issues; and encouraging the University to increase the usage of Open Educational Resources in an effort to combat the rising costs of textbooks for students.

The Executive Cabinet of ASG as well as the Student Senate all look forward to tackling these and other very important issues affecting the student body here at Miami University this year. Please contact me at any time with any questions or feedback that you may have. We look forward to continually building a stronger relationship with the Trustee's. Thank you for your time.

Academic and Student Affairs Committee

Report of the Committee Chair

Committee Chair Bob Shroder relayed the following information:

The Academic and Student Affairs Committee met yesterday in Johnston Hall on Miami Middletown's campus. There were no resolutions for consideration.

The Committee heard from student leaders, and from the Vice Presidents of the Divisions of Academic Affairs, Student Affairs, and Enrollment Management and Student Success. The Committee received presentations from the Office of Diversity Affairs, Admissions, the Regional Campuses and from Ron Scott, Associate Vice President for Institutional Diversity. The Committee also received several written reports, which will be available in the meeting's minutes.

Gerald Yearwood, Senior Administrative Director of the Office of Diversity Affairs, provided an update on diversity initiatives and support. He highlighted Made@Miami, immersion trips, and GLBTQ services, including safe zone training.

Susan Schaurer, Assistant Vice President and Director of Admissions, provided an overview of the Fall 2015 entering class. The class has exceeded goals for total applications, and is the most Diverse, most academically qualified, and the largest entering class ever at Miami. The impressive profile of the class was highlighted earlier in Chairman Budig's remarks. In addition to the entering class information, she also outlined goals for the Fall 2016 class, which continue the trajectory of increasing excellence.

Provost Callahan provided an academic update and discussed the new requirements recently passed by the State Legislature, in particular those requiring action by state college and university Boards of Trustees.

Dean Mike Pratt updated the Committee on the Regional Campuses. He listed new degrees, pending degrees, and planned future degrees, and he discussed activities to implement the new regional campuses plan. Dean Pratt also highlighted the English Language Center, which has quickly grown in enrollment, and discussed efforts to increase total enrollment on the regional campuses.

The final report to the Committee was from Associate Vice President for Institutional Diversity, Ron Scott. Dr. Scott emphasized that enhancing diversity is not about one big solution, but many little steps. Enhancing diversity requires a constant forward focus, with multiple efforts and strategies, in all offices and at all levels of the university.

At the conclusion of the meeting, Dean Pratt guided the Committee on a short tour to highlight some of the offices, facilities and activities on the Middletown campus.

Resolutions

No resolutions were considered at the September 2015 meeting of the Academic and Student Affairs Committee.

Finance and Audit Committee

Report of the Committee Chair

Committee Chair Mark Ridenour relayed the following information:

The Finance and Audit Committee met yesterday in Roudebush Hall. The Committee considered five resolutions. All five resolutions were endorsed by the Committee and are recommended for approval by the Board of Trustees later in this meeting.

Much of yesterday's meeting was devoted to financial planning both in regard to

reviewing the University's financial performance for the year just completed and most importantly, for the future. While the University's financial performance is much improved today from six years ago, our ability to sustain this performance is no more assured today than back in 2009 when many difficult financial choices were made out of necessity. Through discussions like yesterday, ongoing planning and continued execution of our plans, our goal is to have a financially strong university that meets the needs of our students at the highest level and rewards our faculty and staff for their exceptional performance.

In our effort to better meet the needs of our students and their families, the Committee continued its discussion of a guaranteed tuition program now called the Miami University Tuition Promise. Yesterday's meeting moved us closer to the adoption of the program. It is possible that a plan could be recommended to the Trustees as early as our December meeting.

Considerable time was also devoted to reviewing the financial performance for the year just completed. While the university's financial statements won't be available until the December meeting, the Committee discussed the preliminary financial results for the year just completed. The strong enrollment trends on the Oxford campus continue to produce very favorable financial results. For this reason most of the discussion yesterday was about how to sustain our performance while achieving our many goals for the University since it is unlikely that we can sustain the recent rate of enrollment growth and cost containment efforts that resulted in such favorable financial results the last few years. The addition of a \$250 million pension liability on the University's balance sheet is another example of the challenging environment that the university operates in today. At future meetings our discussions will continue to emphasize the setting of enrollment goals, new revenue targets, cost containment strategies and fundraising opportunities that improve student affordability and the quality of our students' academic experience.

In addition to the operating budget, capital planning was also a major topic at the meeting. Our discussion encompassed both the University's capital plan submission to the Ohio Department of Higher Education and enrollment capacity issues with the residence halls. We discussed the need for a new residence hall and how to align our resident hall capacity with existing enrollment trends. A preliminary site for a future residence hall was discussed that would provide the bed capacity that is needed to meet student demand. Consideration of an additional residence hall is likely to occur at an upcoming meeting.

While the proposed six year capital plan is recommended by the Committee for approval today, senior vice president Creamer shared the issues that are likely to accompany the plan. He expects that the University will need to commit from \$11-\$20 million dollars in local match for the University to be able to proceed with the first phase of the Pearson Hall project. In the past this project would have been fully funded by the State of Ohio but declining capital appropriations are resulting in the need for more local funding and in this case the local funds could be as great as the amount appropriated. This issue is made worse by a growing backlog of academic building projects that may require even more local funding if projects are to be undertaken more timely.

In addition to the capital planning discussion, the Committee also recommends the

approval of Phase II of the Armstrong Student Center project and Phase I of the Shriver Center project along with a routine easement for the Bonham Road bridge project.

Finally, the Committee was provided updates on the Governor's Task Force report and Miami's Senate Challenge submission. Both of these initiatives reflect growing concerns about the affordability of higher education in Ohio. While accomplishing the goals of both initiatives will be challenging, much of what Miami has implemented the last five years aligns well with what the Governor and the Ohio General Assembly are asking of all institutions of higher education in Ohio to accomplish. This obviously made Miami's preparation of its plan this summer much easier. Our challenge once again is to sustain these efforts going forward given the amount of change that has already been accomplished at Miami.

Finally, the committee reviewed several routine reports during what was a very full and demanding meeting.

Ordinances and Resolutions

Ordinances

No ordinances were considered at the September 2015 meeting of the Finance and Audit Committee.

Resolutions

Bonham Road

Dr. Creamer spoke in support of the resolution. He praised the County Engineer for taking on the project, stating the bridge work will add a pedestrian walkway and improve safety.

Trustee Bhati then moved, Trustee Shroder seconded and by unanimous voice vote, the resolution was approved.

RESOLUTION 2016-05

WHEREAS, the Butler County Board Commissioners ("Butler County") has planned improvements to Bonham Road that include the replacement of the bridge over Four Mile Creek and the installation of pedestrian walkways from the Miami University east stadium parking lot to Yager Stadium Drive ("Bonham Road Improvements");

WHEREAS, the Bonham Road Improvements require an expansion of an existing right of way across Miami University property as set forth and described in the attached EASEMENT FOR ROAD PUPOSES;

WHEREAS, construction of the Bonham Road Improvements will require the granting of the attached TEMPORARY EASEMENT to allow contractors access to the property;

WHEREAS, the Board of Trustees has the authority under Ohio Revised Code Section 3345.18 to grant to Butler County such easements for street, road and highway purposes,

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees approves the TEMPORARY EASEMENT and the EASEMENT FOR ROAD PURPOSES, subject to the terms and conditions set forth therein.

BE IT FURTHER RESOLVED that the Senior Vice President for Finance and Business Services be authorized to sign the TEMPORARY EASEMENT and the EASEMENT FOR ROAD PURPOSES.

Additional, supporting documents are included as Attachment D.

Capital Improvement Plan

Dr. Creamer spoke in support of the resolution.

Trustee Wilson then moved, Trustee Mitchell seconded and by unanimous voice vote, the resolution was approved.

RESOLUTION R2016-06

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

WHEREAS, the proposed capital improvement plan aligns with the criteria identified in the previous biennium's Ohio's Higher Education Capital Funding Commission's guiding principles, the university's current academic priorities and existing facility condition needs;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the 2017-2022 Capital Improvements plan and 2017-2018 funding request; and

BE IT FURTHER RESOLVED: that the Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to amend the 2017-2022 Capital Improvements Plan and Funding Request as may be required to conform to the instructions when received from Ohio's Higher Education Capital Funding Commission and/or changes in the allocation distribution made by the Ohio Office of Budget and Management and the Ohio Department of Higher Education.

**Six-Year Capital Program Request
FY 2017 - FY 2022**

Oxford Campus	
	<u>Project Amount</u>
<u>FY 2017 - FY 2018</u>	
Pearson Hall Renovation Phase 1	\$30,100,000
<u>FY 2019 - FY 2020</u>	
Pearson Hall Renovation Phase 2	\$30,000,000
<u>FY 2019 - FY 2020</u>	
Bachelor Hall Renovation	\$32,200,000
Hamilton Campus	
	<u>Project Amount</u>
<u>FY 2017 - FY 2018</u>	
Academic/Administrative Renovation Projects	\$950,000
Roof Replacements	
<u>FY 2019 - FY 2020</u>	
Academic/Administrative Renovation Projects	\$1,200,000
Electrical Systems Replacements	
<u>FY 2021 - FY 2022</u>	
Academic/Administrative Renovation Projects	\$1,400,000
Building Envelope Replacements/Repairs	
Middletown Campus	
	<u>Project Amount</u>
<u>FY 2017 - FY 2018</u>	
Academic/Administrative Renovation Projects	\$500,000
Electrical Systems Replacements Johnston Hall	
<u>FY 2019 - FY 2020</u>	
Academic/Administrative Renovation Projects	\$700,000
Electrical System Replacement Finkleman Auditorium	
<u>FY 2021 - FY 2022</u>	
Academic/Administrative Renovation Projects	\$600,000
Lighting Replacements/Improvements - Campus Wide	

Shriver Center, Phase I

Dr. Creamer spoke in support of the resolution. He explained that the opening of the Armstrong Student Center, and the shifting of function to that building, created opportunities to meet other campus needs using the space vacated in Shriver.

Trustee Bhati then moved, Trustee Ridenour seconded and by unanimous voice vote, the resolution was approved.

RESOLUTION R2016-07

WHEREAS, the opening of Armstrong Student Center fulfilled the vision to provide adequate student-centered activity and meeting space; and

WHEREAS, movement of these functions to the new Armstrong Student Center vacated space within Shriver Center; and

WHEREAS, the Shriver Center Phase 1 Renovation project provides improved services for existing students, prospective students, returning alums, and visitors to our campus; and

WHEREAS, Miami University has identified local funds in the amount of \$20,000,000 for the Shriver Center Phase 1 Renovation project; and

WHEREAS, the \$20,000,000 budget includes a cost of work estimate of approximately \$14,925,000; and

WHEREAS, the receipt of Guaranteed Maximum Price is planned for October 2015; and

WHEREAS, the Board of Trustees desires to award a contract to the most responsive and responsible Construction Manager at Risk;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Sr. Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of contracts for the Shriver Center Phase 1 Renovation project with a total project budget not to exceed \$20,000,000.

Executive Summary
for the
Shriver Center Renovation Phase 1
September 24, 2015

As a result of many functions relocating to the new Armstrong Student Center, this project will initiate renovations to Shriver Center. The scope of Phase 1 includes the following elements - First Floor: Admission Welcome Center including pre-function space, a 250-seat auditorium, admission offices, counseling rooms, and support spaces; expanded bookstore retail space; a new convenience store; and renovated circulation and restroom spaces. Second Floor: consolidation of the catering kitchen; an

event planning and building management office suite; renovated main lobby, renovated circulation and restrooms. Third Floor: Rinella Learning Center, Student Disability Services, and renovated circulation and restrooms. Infrastructure improvements include mechanical, electrical, and plumbing upgrades, adding whole-building fire protection, and new passenger and freight elevators.

Funding for this project will be from local funds:

<u>Project component:</u>	<u>Budget:</u>	<u>Funding Source:</u>
Est. Consulting Services:	\$2,072,000	Local Funds
Est. Cost of Work:	\$14,925,000	Local Funds
Est. Owner's Costs (FFE, A/V, etc.):	\$1,522,000	Local Funds
Contingency:	<u>\$1,481,000</u>	Local Funds
Total:	\$20,000,000	

Armstrong Student Center, Phase II

Dr. Creamer spoke in support of the resolution. He explained that Phase II would be commenced once the Shideler renovations were complete, with an expected time to completion of 18 months.

Trustee Mitchell then moved, Trustee Shroder seconded and by unanimous voice vote, the resolution was approved.

RESOLUTION R2016-08

WHEREAS, the Armstrong Student Center East Wing (Phase 2) project will result in the renovation the building currently known as Culler Hall and the construction of an addition connecting it to the Armstrong Student Center; and

WHEREAS, Miami University has identified gifts and local funds in the amount of \$23,600,000 for the Armstrong Student Center East Wing (Phase 2) project; and

WHEREAS, the \$23,600,000 total project budget includes receipt of the \$18,428,075 Guaranteed Maximum Price from the Construction Manager at Risk; and

WHEREAS, the Board of Trustees desires to award a contract to the most responsive and responsible Construction Manager at Risk;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Sr. Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of contracts for the Armstrong Student Center East Wing (Phase 2) project with a total project budget not to exceed \$23,600,000.

Executive Summary
for the
Armstrong Student Center East Wing (Phase 2)
September 24, 2015

This project completes the Armstrong Student Center through adaptive reuse of Culler Hall. The project will renovate the interior of Culler Hall in a similar manner to the adaptive reuse of Gaskill and Rowan Halls. The project addresses needed rehabilitation to the core and shell of Culler Hall. The Phase 2 renovation of Culler Hall will be joined to the completed Phase 1 by a connected two-story atrium link, creating a unified Armstrong Student Center. The renovation, addition, and connection will be executed in such a way that the Student Center will be perceived as one building comprised of distinct but complementary spaces. Upgraded finishes will include casework, flooring, lighting, and ceilings. The work will improve circulation, functionality, egress and ADA accessibility. Exterior improvements include brick tuck pointing, foundation water proofing, drainage, roofing and window replacements.

<u>Project component:</u>	<u>Budget:</u>	<u>Funding Source:</u>
Est. Consulting Services:	\$2,094,100	Gifts and Local Funds
Est. Cost of Work:	\$18,428,075	Gifts and Local Funds
Est. Owner's Costs:	\$2,077,825	Gifts and Local Funds
Owner's Contingency:	<u>\$1,000,000</u>	Gifts and Local Funds
Total:	\$23,600,000	

Quasi Endowments

Dr. Creamer spoke in support of the resolution.

Trustee Wilson then moved, Trustee Shroder seconded and by unanimous voice vote, the resolution was approved.

RESOLUTION R2016-09

WHEREAS, from time to time, Miami University accumulates financial balances through the receipt of large, unrestricted gifts and the prudent management of resources; and

WHEREAS, the Provost, the Deans, the Senior Vice President for Finance and Business Services, and the Vice President for Advancement periodically identify a portion of these funds that can be utilized to create quasi-endowments to establish a source of long-term funding for strategic initiatives; and

WHEREAS, Resolution R2015-45 established the Miami University Quasi-Endowment Policy; and

WHEREAS, The Miami University Residence and Dining Halls auxiliary receives annual distributions from two quasi-endowments to assist with the maintenance and renovation of residence and dining facilities; and

WHEREAS, The Senior Vice President for Finance and Business Services recommends that these two quasi-endowments be consolidated into one quasi-endowment, with the annual distribution continued to be used for the maintenance and renovation of residence and dining facilities; and

WHEREAS, The Miami University Residence and Dining Halls auxiliary accumulated funds over fifteen years ago that are invested in the University's Non-endowment Fund; and

WHEREAS, The Senior Vice President for Finance and Business Services has recommended that these funds should be added to the Residence and Dining Hall quasi-endowment; and

WHEREAS, the Provost and the Senior Vice President for Finance and Business Services of the University, with the concurrence of the Finance and Audit Committee, has recommended approval of this plan;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees approves the consolidation of the Endowment for HDGS Facility Improvements quasi-endowment with the Housing & Dining Improvements quasi-endowment into the Residence & Dining Facilities Improvement Fund; and

BE IT FURTHER ESOLVED that \$11,000,000.00 be added to the Residence & Dining Facilities Improvement Fund from Residence and Dining Hall funds in the Non-endowment; and

BE IT FURTHER ESOLVED that the annual distributions of the Residence & Dining Facilities Improvement Fund be used for the maintenance and renovation of the Miami University residence and dining hall facilities.

Additional, supporting documents are included as Attachment E.

Student Trustee Reports

Student Trustee Mary Adeline Lewis relayed the following information:

This school year has started and been nothing but busy for Miami students. The past five weeks have been packed with events, activities, and new classes. But in this fifth week of classes I do think that things are starting to settle down and students are starting to find their routines.

One of the biggest events in the beginning of the fall semester for most students is Career Fair. A fair that hosts potential companies and employers for students, internships and even jobs. This year was nothing short of successful. Companies filled Millet with tables and information, and a record number of students attended. One special company in specific that hosted a table at career fair was the Suncorp group, who had representatives who travelled 9,000 miles from Australia to be there. Suncorp is a finance, insurance, and banking company with 10 Miami Graduates working for them now. Making the typical impression most Miami graduates tend to

leave, the group plans on hiring 20 Miami students from interviews preformed at this year's career fair.

Miami's undergraduate accountancy program was ranked 3rd among schools without doctoral programs. And, among all universities, Miami's undergraduate program was ranked 17th. The survey also ranks master's programs, and Miami's accountancy master's program ranked 4th among schools without a doctoral program, coming in 20th among all universities with master's and doctoral accounting programs. That's up 7 spots from 27th last year. Job placement for Miami accountancy graduates is 99 percent.

Miami recently added a new piece of technology to its anthropology department that is making it possible for students to study 3-D prints of bones. A 3-D printer located in BEST library is now able to replicate and recreate bones for students to study. Recently, remains of homo naledi, a new ancestor of humans were found and it made news all around the world. When the news broke in the U.S., Miami University students were holding precise plastic replicas of some of the fossils in their hands thanks to the 3-D printers they now have.

Yesterday, the Miami University Police Department hosted a Campus Safety Fair. Outside of the Armstrong Student Center students could find a number of activities all tied into risks most students face sometime in their Miami experience. Along with those, students are encouraged to come collect information about general safety, sexual assault risk reduction, alcohol and drug dangers, Miami's emergency notification system and more. This is the MUPD'S 9th year doing this fair and it's all part of the Miami University safety week.

This semester Miami has been hosting "Late Night Miami", an after-hours event for students. The event happens every Thursday, Friday, and Saturday night and hosts different types of events each night; current movies, coffee house entertainment, game nights, hayrides, and mock casinos are just a few examples of activities the group holds. This is a great opportunity for Miami Students, and provides a great nonalcoholic activity for students during the weekend. Tonight they will be showing the new movie 'Jurassic World' in Wilks Theatre in Armstrong, and last night they hosted the group 'black violin'.

Miami University's Global Initiatives will host the annual study abroad fair 4-7 p.m. this Monday in the Armstrong Student Center Pavilion. Students can attend the fair to get information about what is available or to learn more about a program they've already chosen. More than 40 Miami faculty leaders will be at the fair to share information and discuss programs with students. There will be information about semesters abroad, as well as exchange programs. There will also be third-party study abroad opportunity providers promoting their international programs. Events like these are what push students to expand their education abroad.

Finally, Miami's homecoming was nothing short of the phrase 'love and honor'. Alumni and Alumna from all classes flooded back into Oxford to celebrate the weekend. The theme, quite appropriately, was through the decades. Events for the week leading up to homecoming weekend included activities from the 50's, 60's, 70's, and 80's. On Friday a new event and tradition was created called 'The Homecoming Huddle'. This event is much like a homecoming pep rally and highlights, student-run carnival booths, the I AM MIAMI pep rally with President

Hodge, Miami's award-winning faculty, pumping up the football team for the Homecoming matchup against UC, and also recognizing the Homecoming Court. Even though we didn't get away with a win against the University of Cincinnati, fans were still at Yager tailgating and cheering on the RedHawks.

Student Trustee Ciara Lawson relayed the following information:

This school year has been very successful with the programs and events held in just these first few weeks.

Before the school year even started, the Greek Move In and Student Org Move In were huge successes. On Thursday, August 20th, student organizations were set to help Miami's freshman class move into the dorms. All organizations were encouraged to participate, especially the Greek Community, where all chapters were required to have at least 20 members signed up and participating in the event. This gives fraternities and sororities an opportunity to bond in a positive, non-alcohol environment while providing chapters with service hours. One load of suitcases, boxes, and smelly hockey equipment carried by men and women in various organizations would equal five or six loads by families. This efficient move in process also greatly alleviated the typical traffic buildup, keeping the usual move-in frustrations down. The RHA and housing staff were extremely thankful.

Another huge event early in the year was Mega Fair. It was hosted on Wednesday, August 26, from 6 – 9pm on Central quad. Mega Fair is an informational event advertising involvement opportunities across campus. It hosts more than 400 student clubs and organizations, including; service organizations, fraternities and sororities, academic and career-focused groups, and clubs who share interests in diversity, political, religious, or social justice topics. There were also performances and interactive activities available on the quad, held by sports and dance teams and ensembles. Although Mega Fair advertises a wide variety of university recognized organizations, students who did not find their niche club are encouraged to look on the HUB, which recently had a sleek and efficient facelift, which hosts a listing of all clubs. Furthermore, students looking to start an organization in their interest area have many resources and advising available to set one up.

This current week is National Hazing Prevention Week, where events are available to fraternities and sororities to gain a better understanding of the hazing concern with Greek life across the nation. For example, on September 24th, there was a "Case Studies and Solutions" workshop where chapters participated in small group discussions that looked at different hazing scenarios. Groups identified harmful behaviors, and came up with alternative programs that are free of hazing. National Hazing Prevention Week also provides resources for chapters to get involved with the Oxford-wide "Service Saturday" community service opportunity and an "adventure race" on campus this Saturday. Chapter executives strongly encourage participation in these programs, as they meet the requirements for the Wellness component of the Community Advancement and Member Development Program for Fraternities and Sororities.

The Armstrong Student Center Pavilion was the setting for the annual Presidents and Treasurers Training, where student organizations are required to have their executive committee

members attend in order to receive funding. Some very fresh benefits to being a university-approved organization include options in Armstrong. Clubs can now rent out banner spaces just as those around the seal within Armstrong. The renting of rooms in Armstrong has been streamlined where there is now a more transparent flat rate to rent a room. There are also opportunities in renting technology for student org events. This makes attendance significantly more efficient, thus allowing clubs with strong attendance numbers to receive more funding the next cycle for their well-organized events. Additionally, any organizations hosting a Late Night Miami programming can get additional funding they host a large event during the set times on Thursday, Friday, and Saturday nights. The training also requires that all club treasurers attend a Buyway training, the program used to track funds, thus keeping treasurers more knowledgeable and accountable in requesting monetary support.

Finally, Philo, an online television channel streaming service is currently in a trial month with the campus Residence Hall Association. It uses the internet rather than cable connections to provide live T.V. to students. Local channels and international channels would be included, just as with cable; however, the cost per student to have Philo is less than that of getting cable. This streaming service also allows up to 12 hours of recording space, so if students are in class, they can still watch their favorite shows. All Community Leadership Team members, there are several students on these teams in every residence hall, have until October 16th to test the service. They will then all provide feedback on the local channels available, additional programming such as HBO, the quality of sports channels chosen, (there was a suggestion for Browns games).

The success of all of these events is just a small indication of the fantastic year ahead.

Other Business

Chair Budig commented:

According to the Board of Trustees Regulations, the Board is directed to elect officers for the calendar year at the December meeting. A nominating committee is named by the Chair during the September Board meeting for the purpose of nominating a slate of officers for the upcoming year. The nominating committee is charged with developing this slate of officers and two representatives to the Miami University Foundation Board, and presenting its recommendations to the Board at the December meeting. At the December meeting, the Board will vote on the nominations, and the new officers will take office on January first.

This year's nominating committee will be chaired by Steve Wilson, and the other two members of the committee will be Mike Gooden and Diane Perlmutter. I ask that the committee's recommendations be presented to the Board at the December 4th meeting.

Written Reports

Tom Herbert, Vice President for Advancement submitted a written report which is included as Attachment F.

Executive Session

Trustee Mitchell moved, Trustee Bhati seconded, and by unanimous roll call vote, with seven voting in favor and none opposed, the Board convened to Executive Session to consult with counsel, and discuss: pending litigation; matters required to be kept confidential by law, trade secrets; personnel matters, the hiring of a public employee; and personnel matters, the compensation of a public employee; as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

Adjournment of Meeting

Following executive session, the Board adjourned at 1:30 p.m.



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