

Miami University Hamilton  
State of the Campus & New Initiatives  
Daniel E. Hall  
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Welcome . . . .

I begin with our state of affairs. We are either flat or experiencing a small decline in enrollment this term. Overall, the number of students from the community has increased while the number of Oxford students has declined. For a variety of reasons, these data are favorable . . . . Financially, the campus finished last year in the black. Many great things happened last year, several new tenure track and visiting professors had their first year, our men's baseball and women's basketball teams won their conference, we had a record year in gifts, record year in grants, we heard Julian Bond, Pat Buchanan, some outstanding music, and we honored Dr. Phil Shriver.

As I promised during my interviews and in subsequent meetings on campus, I spent the year listening to you, to our colleagues in Oxford and Middletown, and to the community. I learned that my initial impressions, which were formed during my interviews, were correct. Namely - this is a wonderful campus with a faculty and staff committed to serving our students, and a community that not only supports, but feels invested in, the campus. Personally, I have much to be thankful for – including having been selected to join this community.

As you know, last year was a planning year. These processes, which included academic program planning and space planning, collectively, construct a vision for this Campus to lead us into the future. From these processes and what I have learned during the past year, a number initiatives and goals for the Campus have emerged. Many of these initiatives will involve challenges from me to the Campus at large, or in some instances, to specific units. Most of these challenges will be aimed at our 40<sup>th</sup> anniversary, which occurs in 2008. All are connected to President Garland's First in 2009 initiative. I have numbered these for your ease. The order does not represent priority and I present them to you in random order.

## Initiatives

- 1) We need to continue our planning . . . .
  - a) Space

- b) Academic
  - c) Housing
  - d) IT, this year
  - e) Budget and security, this year
- 2) We need to develop a more robust offering of degrees that can be completed at the regional campuses.
- a) As you may know, regional campuses around the state are increasing their degree completion options, particularly in bachelor's degrees. In fact, nearly every regional campus of Kent State, Ohio, Ohio State, and BGSU offer more bachelor's degrees than we do. When I ask folks in our local community what we could do better to serve our community, a common reply is "more bachelors degrees." As such, I invited the Middletown Campus to join us in an academic program planning process. This began last Fall with the Middletown Campus and we continued alone in the Spring. Through this process, we identified new courses, as well as selective associate's and bachelor's degree programs for development. The programs were selected with a high sensitivity to our mission, that is, to the occupational needs of our surrounding community. An unintended consequence of the process has been an increase in our scheduling and related coordination with the Middletown Campus. (2009 goal 3: 21<sup>st</sup> century curriculum and Goal 8: benchmarking with peer institutions).
- 3) Clearly the University is moving in a stronger research direction. As such, I believe support for the scholarly activities of our faculty, TT faculty in particular, must be a priority. (goal 2: support for faculty) To this end, we need to
- a) Continuously remind/work with the departments to develop and implement promotion and tenure expectations that take into account our unique mission and the higher teaching loads of our faculty.
  - b) At the recommendation of Lee Sanders and in consultation with the faculty, a new program, Tenure Eligible Release for Creative activity, Scholarly activity, and Service program (TERCSS), has been developed and implemented.
  - c) We have created a new position, Grant Development Coordinator . . . .
  - d) In order to seed new scholarship and to reward successful grant applicants, we will begin sharing grant overhead . . . .

- e) Faculty researcher. This person will be given a small stipend in exchange for acting as a mentor to junior faculty and liaison for all faculty between our grant coordinator and OARS.
- f) I challenge the campus to find ways to enrich students participation in research and scholarly activities on campus.

4) The Miami commitment to quality is broader than its academic programs. Miami generally, and this Campus, can take pride in the condition of its physical plant. (goal 6: enhanced facilities) To this end,

- a) Street lamps and signs.
- b) Space Study
  - i) As you know, Woolpert conducted a comprehensive space study of campus. The report from Woolpert was recently received and we will be moving ahead with some renovations. These will lead to improved facilities and more intelligent design. As you may recall, I said over and over last year that no one owns any space on campus. Units and in some cases, individuals, will have to move. Everyone's cooperation will be appreciated.
  - ii) Basic phase one and two plans: MCS will move into study lounge of Mosler. Admissions and XD will move into first floor Rentschler. Second floor Rentschler will become student success center. Science labs are undergoing cosmetic renovation. Gym will receive much needed remodeling.
- c) University Hall (ground breaking is Sept. 1; completion in May)
  - i) New drive
- d) The Conservatory
- e) University Recreation Park
- f) Residence Hall study
- g) Food service
- h) Art in buildings
- i) Branding (University Blvd., etc.)
- j) Wireless in Fall

(1) Bob Rusbosin will provide more details later in this meeting.

5) Increase campus independence of state money. (goal 7: stronger revenue base)

- a) The good news is that we have the lowest tuition of all regional campuses in the State of Ohio. The bad news is that we have the

lowest tuition in the State of Ohio. Unfortunately, promises by the State to reward efforts to hold down tuition costs have not been realized. Like all other universities, we have experienced a decline in state support. For example, State support for Miami University today is no greater than it was in 1999. Yet our enrollment continues to grow, raises must be paid, medical insurance and other benefits are increasing, and inflation raises other costs. Statewide enrollment grew by 5% in the past two years, a total of 16,000 students – the equivalent of Miami's Oxford Campus. During that period, however, universities experienced more than a 5% reduction in state support. The preliminary numbers for future years are even worse. As it stands, this campus has no permanent salary dollars with which to create new positions next year.

- b) Advancement. We were the first unit to meet its goal. And we have raised nearly \$4 million – our goal was 1.2. In total, the campus has over \$7 million in endowment dollars with over \$800,000 in scholarship endowment and several non-endowed scholarship funds.
  - c) Grant Development Coordinator
  - d) Partnerships (e.g. Butler Tech.)
  - e) Tuition and fees – remain committed to low tuition, but we have the lowest tuition of all public institutions in Ohio. Last year we increased tuition by 9.9% and it may be necessary again this year.
- 6) Develop a budget process that will involve elements of decentralization and greater responsibility and accountability at the unit level. To facilitate this initiative, we will work with the Budget office, IR, and ITS in Oxford to develop better reporting instruments. I plan, by the end of the year, to have a budget development process similar to that of Oxford, where individual units, armed with data, will make formal, public requests for funding. This process will enable others to better understand campus budgeting, priorities, and practices. It will take several years before the system will be fully developed, and all will need to be patient during the transition, but in the end, we will have a consultative, planning-oriented, and more transparent budget process.
- 7) Diversity (goal 5: diversity)
- a) Clearly this is both a University and Campus goal. I have heard, and observed, that there is frustration with the amount of talk when

contrasted with the amount of action. As such, I am going to appoint campus diversity Czar. It will be the Czar's responsibility to monitor and report to me and the Campus our progress toward the plan. He or she will be responsible for coordinating the activities of all the units on campus. Of course, the Multicultural Committee will need to work with this new person to develop strategies and recommendations to reach the Campus's already established goals. They will also be responsible for coordinating a new initiative I am announcing today, 14 in 40. I challenge the Campus to increase our total minority student enrollment to 14% of our student population by the end of 2008.

- i) Hamilton is 11% minority (2000 Census Hamilton– 8% AA, 3% Hispanic, etc.) and Butler County (2000 Census is 91% white, 5% AA, 1.5% Asian, 1.4% Hispanic, etc.), Fairfield is 10% minority, West Chester (88% white, 5% AA, 5% Asian, etc.)
  - b) Challenge entire campus community to consider diversity in its daily operations, in all searches, and to develop more sophisticated ways to be more diverse.
  - c) Challenge the campus, admissions and financial aid in particular, to assess and address the increasing Latino population.
  - d) Challenge the faculty to work more closely with MCS and other multicultural programming with the intention of fully integrating our academic and non-academic offerings. For example, we should construct coursework that prepares students for the Racial Legacies lectures.
- 8) Recognize outstanding performance (goal 2: support for faculty)
- a) Excellence awards – unclassified staff member, classified staff member, and faculty member. Award: certificate, parking, etc. Appropriate faculty and staff committees will be charged with developing the details of the programs.
  - b) Make performance evaluations more meaningful.
  - c) Performance and goal oriented evaluations. For example, I plan to hold the individuals on my executive staff and the individual unit heads accountable for the initiatives announced today through the annual evaluation process. I will expect the same from all unit supervisors on campus. It is time for fair, but critical annual reviews for everyone on campus.
  - d) For students, we will enrich our honors offerings and curriculum. This initiative began last year and will continue, with an increased

emphasis, this year. To this end, I plan to appoint a faculty member to take the lead in developing this initiative. (Goal 4: strengthen academic standards and enrich intell./cultural life)

- 9) Increase faculty and staff involvement in governance
  - a) Faculty rep. on all committees searching for academic or quasi-academic positions.
  - b) Classified staff on senate
  - c) Faculty Assembly
  
- 10) We need to increase our service to region
  - a) First, this means increasing educational opportunities for the people in our region. In terms of enrollment, I am announcing an enrollment goal of 4000 by 40.
  - b) West Chester. Have you been to Union Centre and West Chester lately? Univ. of Phoenix has a lovely site off the highway and Indiana Wesleyan's new building is nearing completion. They are, in fact, offering classes this semester! Construction of their building hadn't begun when I began with MU last year. During the past year, they have built a classroom and office building, initiated a marketing campaign, and they are building a student body. We, on the other hand and largely due to lack of state support, are in exactly the same place we were one year ago. In order to remain competitive we need to act now. While we await the completion of the VOA site, we need to assess the needs and to enlarge our programming efforts. – I therefore challenge the academic council to increase the total sections offered in the Spring by 1/3 and a total of 50% greater in the Fall. (Goal 3: curriculum for 21<sup>st</sup> century).
  - c) Given that a major part of our mission is to serve working adults, most of who work year round, it doesn't make sense for us to behave like a traditional campus in the summer. Instead, we should be a going-concern all year round. In addition, our weekend offerings need to be richer. This semester, a total of 0% of our credit programming falls on a Saturday. Accordingly, I challenge the chairs and coordinators to increase the total sections offered next summer by 1/3 and our fall '05 Saturday offerings need to be substantially increased. We will need the cooperation of chairs, coordinators, faculty, and staff to realize these goals. (Goal 3: curriculum for 21<sup>st</sup> century)

- 11) We will continue our exploration of going residential. You may recall that we conducted an in-house feasibility study last year and the results were favorable. In order to move forward, we have been advised that we need to have such a study conducted by an independent firm. That contract has been issued and the study is scheduled to begin sometime in the next couple of weeks. I am convinced, if the market supports it, that quality contemporary housing will enrich the intellectual, cultural, and social life on campus. I am going to ask Dr. Bob Rusbosin to provide more on this initiative in a few minutes. (Goal 4 - academic standards; enrich cultural and intellectual life and Goal 6 – improve facilities; Goal 8 - benchmarking).
- 12) Continue to serve the region in all the ways possible. Our continuing education and business and industry center, for example, provides needed non-credit programming and workforce development to employers and employees of the region.
- 13) We need to be strategic in our partnerships and collaborations. Most importantly, we need to work closely with our sister campus in Middletown. Bottom line, our two campuses are a more powerful force when combined than we are as competitors. In addition to the Middletown Campus, we need to continue our good relationships with the City of Hamilton, City of Fairfield, the local school districts, select higher education partners in the region, we need to build stronger ties to the townships in the West Chester area, and we need to be looking for new alliances that help us advance our mission.

I have been asked on several occasions whether I have a vision for the future of the campus. The answer is embedded in the above initiatives. I believe to remain competitive, to continue the development of the campus, and to secure our future, we should be a vibrant, possibly residential, campus offering more degree completion programs. Unquestionably, this vision is ambitious. To achieve even a part of it, the commitment and efforts of every member of our community is necessary. I ask for your collective support.

Reports:

Bob R. & Scott – facilities  
Lee – academic affairs

Supervisors introduce new employees

Special presentation

Business

PR presentation of 04 – 05 marketing campaign

Motion: Athletic policy

Final Announcements

Colligan, Racial Legacies, Performing Arts Series, etc.