

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

Chair Cirino, Vice Chair Rulli, Ranking Member Ingram and members of the Senate Workforce and Higher Education Committee, thank you for the opportunity to speak before the committee today. I am Greg Crawford, I have the honor and privilege of serving Ohio and her citizens as the 22nd President of Miami University.

Miami University is proud to produce more than 5,000 graduates annually to fuel Ohio's employment needs. Our students are well-prepared for the Ohio workforce, as is evident in the fact that 99% of our 2021-22 graduates were employed, serving in the military, in a service program, or enrolled in additional studies within six months of their graduation. Since 2014, Miami's Spring graduates' placement rates have increased from 95.5% to 99%. Miami is ranked #1 by *Payscale* among Ohio public universities for return on investment. A recent study conducted by ECSI Lightcast, also showed a high rate of return on investment for Miami students at 12.5%.

Miami University's 73% four-year graduation rate ranks the university 1<sup>st</sup> in Ohio and 12<sup>th</sup> in the country among public universities and our 82% for six-year graduation rates ranks us 2<sup>nd</sup> in Ohio. Miami was named by *Time Magazine* as #1 Best College for Future Leaders in Ohio and #14 among all public universities, and #35 among all universities in the nation.

Undergraduates also see success in their graduate study pursuits. Miami's medical school admission rates are higher than national averages. Miami undergraduates have a 60.2% of acceptance into medical school, while the Association of American Medical Colleges reports a national acceptance rate of 41.9%. Meanwhile, 93% of seniors at Miami who applied to law school in 2021-22 were accepted, compared to a national average of 80%.

So why are Miami University graduates in such demand? Surveyed employers say that Miami graduates possess the most important transferable skills required in our fast-changing economy: the ability to communicate, persuade, think creatively and critically, and work in team settings. The ECSI Lightcast study for example, calculated Miami's total economic impact as \$3.8 billion, including an alumni impact of \$2.3 billion. As a state institution, Miami University stands ready to support the growth and prosperity of Ohio's workforce and business community.

### **State Capital Budget Request (FY25-26)**

Miami University requests \$23,107,620 in state capital budget funds for the renovation of Bachelor Hall on the Oxford Campus.

Looking at the larger picture, Miami has four campuses located in Oxford, Hamilton, Middletown, and West Chester. These four campuses are comprised of 235 buildings in total. The main campus in Oxford has 211 buildings that total 8,423,507 gross square feet.

The Bachelor Hall project has a total project budget of \$72,200,000 and received \$22,311,930 as part of the FY23-24 state capital appropriations. Constructed in 1978 and located at the southwest corner of Patterson Avenue and State Route 73 in Oxford, Bachelor Hall is a gateway building to Miami University's main campus. The renovations to this facility will bring together existing, in-demand university programs with state-of-the-art instructional spaces.

Bachelor Hall is a workhorse for delivering undergraduate courses. The facility is Miami's second-largest classroom building serving all undergraduate majors with 104,853 gross square feet. Classes held in Bachelor Hall help students develop the transferrable, professional skills

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

required in our fast-paced economy and lead to graduate success. The renovated Bachelor Hall will provide updated classrooms designed around delivering a 21st-century education, modern collaboration, and innovation spaces, and will continue Miami University's focus on rehabilitating aging facilities used for teaching undergraduate students.

A renovated Bachelor Hall will allow Miami to continue to produce in-demand graduates. About 7,000 students take classes in Bachelor each year, or about 38% of the student body. Undergraduates representing every major offered take a course in the building, with one-third of those students studying STEM majors. Courses required for graduation account for 37% of all building classes. Nearly 22,000 hours of advising are held in support of undergraduate students, with over 1,600 undergraduate and graduate students majoring in degree programs housed in Bachelor Hall.

An example of the value and importance of the renovation is the building's impact on Miami University's STEM graduates. Miami's STEM graduates are among the most sought-after in the country. Miami's Engineering students have a 99% placement rate in finding full-time work or graduate program acceptance after graduation. In 2022, we were also No. 2 in national public undergraduate engineering programs (non-doctorate) according to the *U.S. News & World Report*. For Ohio to have the workforce necessary to compete in today's global economy, all of our graduates must possess critical thinking and communication skills.

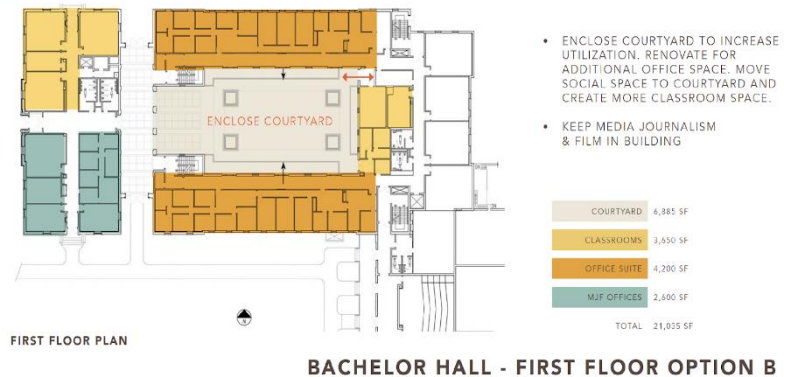
Our graduates must be able to meet Ohio's challenges of manufacturing goods, growing businesses, developing efficient supply chain services; inventing NextGen infrastructure, supporting advanced autonomous aircraft technologies; and supplying the next wave of engineering, healthcare, and education professionals. Graduates must be able to effectively communicate their findings to a large number of different audiences. The classes held in Bachelor Hall are central to Miami University's production of these high-quality graduates who will grapple with and answer these and other time-sensitive questions.

***Updating Classrooms, Atrium, Commons, and Shared Facilities***

Constructed in 1978, Bachelor Hall is a 121,018 gross square feet (GSF) facility. The classrooms and research laboratories reflect the faculty expertise and teaching methods of that time.

Today's employers demand graduates who can work in teams, take control of their own learning, and operate in differing environments. Modern teaching in the fields of Bachelor Hall requires modular, flexible seating and up-to-date media equipment to facilitate active learning and varied class sizes.

All of these considerations demand a more open design to conduct modern teaching and research.



In Bachelor Hall, problems associated with the 1970s design of classrooms, office space, and common areas make the promotion of robust interaction among students, and between students

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

and faculty and staff, nearly impossible. Furthermore, to remain abreast of the experiences that are demanded by employers, Bachelor Hall needs upgrades that reflect the way that technology is driving and changing the way people interact in the workplace – whether that workplace is in a traditional office setting or from one’s residence. By upgrading our facilities, we will strengthen Ohio’s competitive advantage; however, failure to keep pace in this ever-changing world will erode our ability to compete.

The renovated Bachelor Hall will leverage updated classrooms, dynamic common spaces, and shared learning facilities. The renovation will also create a new covered atrium space, currently an underutilized open courtyard, to foster convergent learning, collaboration, and cross-fertilization across disciplines. Updated classrooms will be suitable for state-of-the-art teaching methods using portable, active seating. Faculty and administrative office spaces will be shared for improved efficiency. A renovated lecture hall will host classes and public events. The newly enclosed atrium, a common and shared space, will draw students and faculty from all departments. The flexible design will allow the space to be used for large events and gatherings that will complement the credit-bearing course offerings in the building. The atrium will be the crossroads of traffic in the building, facilitating the chance encounters that are essential for an entrepreneurial education environment.

The renovated Bachelor Hall will provide flexible classroom space to facilitate enriched student-faculty interactions, new research project-based classes, and collaborative research projects. The modern teaching classrooms will provide for seamless lecture and hands-on experiences and inverted or flipped classrooms to facilitate collaborative learning using modern, interactive learning technologies.

The renovations will also include modernized studios for recording, editing, and producing podcasts and video; content creation labs; and a control center for Miami University Television (MUTV), the educational access cable channel. Advances in hardware/software packages will allow students to be trained in the creation of virtual environments, as well as offer expanded opportunities for student use of the MUTV studio.

The modernized facilities will train students to produce both conventional television programming and entire interactive virtual stories of the sorts used in gaming and similar applications. Finally, the common area renovations will create physical spaces that will promote the interaction of people and ideas, a physical space for natural entrepreneurial interactions among students from varying majors, faculty, and staff.

***Maximizing State Capital Funding***

The renovation of Bachelor Hall into a state-of-the-art facility will continue the State’s and Miami’s long-term plan to renovate teaching and research space with a focus on maintaining the investments the State has already made in existing campus facilities.

The last six biennial capital requests have focused directly on STEM facilities. This request continues Miami’s approach of using state appropriations for major capital investments that align with the State’s talent initiatives while augmenting with local funds to complete the capital projects and address basic renovation and maintenance. This project supports an urgent need to address the demands of prospective students that will feed into Ohio’s future workforce.

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

This biennial request is the second consecutive capital request to provide the majority of the funds for the renovation of Bachelor Hall. The 23-24 capital request awarded \$22,311,930 to Bachelor Hall. Since Bachelor supports some of the highest utilization and concentration of classroom space in all of Miami's academic buildings, creating adequate swing space is critical to completing this future project. The renovation of Bachelor Hall will also allow for the demolition of Williams Hall; an academic hall that has significant deferred maintenance.

The renovated Bachelor Hall will house the Departments of Media, Journalism, and Film (including Communications fields); English; History; Philosophy; Comparative Religion, the Program on American Cultures and English; and the Humanities Center. These departments and programs teach Miami undergraduate students – from every major – the material that make Miami University graduates some of the most competitive in the employment market.

The renovation of Bachelor Hall will complement the State's most recent investments in healthcare in the Clinical Health Science Building, biological sciences in Pearson Hall, geosciences in Shideler Hall, physics in Kreger Hall, the science and engineering library in Laws Hall, and engineering in Benton Hall. Quality facilities are important to Miami's ability to continue to (i) produce well-rounded graduates of uncommon distinction in all fields and (ii) attract faculty capable of helping Ohio address today's economic challenges.

A full renovation of Bachelor Hall is more cost-effective than constructing a new building. The cost to construct a new facility to house academic programs is approximately \$95 million while the cost to renovate the existing Bachelor Hall structure over two biennia is \$72.2 million, saving the university \$23 million. Miami has leveraged a previous investment of \$4,400,000 used to renovate Harris Hall into a "swing space," using the space when needed throughout the construction of the Clinical Health Science and Wellness Facility and as a temporary student health clinic. Harris Hall will continue to support the swing space needs of the Bachelor Hall renovation.

**Miami's Past STEM  
Capital Budget Requests**

**FY 23/24:** Bachelor Hall  
**FY 21/22:** Clinical Health Science Building  
**FY 19/20:** Pearson Hall (Life Sciences)  
**FY 17/18:** Pearson Hall (Life Sciences)  
**FY 15/16:** Shideler Hall (Geosciences)  
**FY 13/14:** Kreger Hall (Physics)  
**FY 11/12:** *No Capital Budget*  
**FY 09/10:** Laws Hall (Science Library)

As part of the Bachelor Hall assessment, the existing structure lends itself to classroom instruction and research spaces better than modifying for laboratories and science teaching. The incorporation of the existing exterior courtyard space on the first floor will allow for collaboration and student study spaces that are non-existent in the facility today. The facility has an overall layout that will allow for the creation of modern instructional spaces while increasing utilization space. Given the high cost of brick-and-mortar construction and operating costs, the university has continued to make space utilization and efficiency a high priority.

The aging equipment and systems in Bachelor contribute significantly to the current high cost of operating this facility. The renovation and modernization work will focus on maximizing the energy efficiency of the building. Moving Bachelor Hall onto the geothermal system is expected to reduce energy consumption by at least 30%. That equates to over \$16,000 per year in energy consumption savings in one campus building.

Miami has made geothermal heating and cooling a centerpiece of its cost-efficiency strategies. Given the abundant resource of water in Southwest Ohio and underground temperatures that are relatively constant (around 55 degrees Fahrenheit), pumping water through buried wells can extract heat in cooler weather or dissipate heat when it's hotter. Such ground source heat pump

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

systems are highly efficient, 400% more efficient than heating by natural gas steam boilers and electric-powered cooling. Since the Geothermal Energy Plant was originally constructed in 2014, the university's energy consumption per gross square foot has reduced by 51% and the carbon footprint by 52% both since 2008. This has resulted in roughly \$68 million in savings for the university – \$41 million comes directly from reducing energy consumption and the other \$28 million from reduced energy costs. Miami continues to invest in infrastructure to maximize cost savings and ensure all university buildings will be long-lasting.

Additional system inefficiencies exist with the current configuration of building space. Classrooms are not adequate for today's needs, limiting the effectiveness of programming and reducing utilization. The mechanical, electrical, and plumbing systems in the building are at the end of their useful life cycles and will be replaced with new, modern systems that will greatly decrease energy costs. The central HVAC system alone requires a substantial reinvestment, which cannot be effectively addressed without a full building renovation. The comprehensive rehabilitation will also bring restrooms, classrooms, and laboratories up to code for compliance with the Americans with Disabilities Act. The project will include foundation waterproofing and stormwater management improvements to ensure that classrooms in below-grade areas are properly damp-proofed to protect the health of students, faculty, and staff.

Miami continues to support its capital projects with local (non-state) funding. Utilizing two biennials of state funding to renovate Bachelor Hall allowed Miami to fund the Richard M. McVey Data Science Building, a \$58 million project funded completely with local and privately donated dollars. Our contribution of local funds to our most recent major academic projects has been significant, with over \$44 million of local funds in Pearson and Hughes Halls, \$10 million of all local funds for renovations to University Hall for Nursing on the Hamilton Campus, and the balance of 78% of the funding of the Clinical Health Sciences Building from local funds, totaling over \$129 million.

Miami conducts an annual report examining the condition of all university-owned buildings – academic, administrative, auxiliary, residence, and dining halls – on all campuses. This report, the Facilities Condition Index (FCI), includes the estimate of capital renewal, plant adaptation, and deferred maintenance (reported as Estimated Total Work Accumulated) for Miami University's major facilities and utility distribution systems. The primary goal of this effort is to have a management tool that identifies and quantifies areas requiring attention and assists Miami in implementing the necessary actions to renovate, retrofit, restore, and modernize "existing buildings" to a "like new," safe and acceptable operating condition.

The FCI report includes the expenditures during Fiscal Year 2022 on those facility projects addressing renovation and maintenance needs of the campuses as well as an estimated current replacement value (CRV) for each facility. In addition to the project expenditures during the fiscal year, it also considers projects currently in construction or with Board of Trustees approval for financing the construction. The FCI chart reviewing the condition of academic buildings in FY22 can be found below. Note, Bachelor Hall is listed third in terms of buildings most in need of repair, at 57.93%.

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

**MIAMI UNIVERSITY**  
**FACILITIES CONDITION INDEX**  
**SUMMARY**  
**FY 2022**  
(July 1, 2021 - June 30, 2022)

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2021	Gross Square Feet	Work per Square Foot	Year of Construction
<b>ACADEMIC</b>								
Ecology Research Center	\$729,974	\$1,771	\$517,179	70.85%	1.89%	2,284	\$226.44	1969
Harrison Hall	\$21,601,580	\$555,235	\$14,350,296	66.43%	-0.44%	47,476	\$302.26	1960
Bachelor Hall	\$50,639,680	\$1,221	\$29,337,390	57.93%	2.13%	111,296	\$263.60	1979
Boyd Science Building	\$23,442,448	\$151,157	\$11,509,839	49.10%	1.48%	47,263	\$243.53	1947
Phillips Hall	\$56,937,328	\$13,658	\$27,052,609	47.51%	2.10%	114,793	\$235.66	1962
Hall Auditorium	\$18,446,240	\$1,943	\$8,698,052	47.15%	2.12%	37,190	\$233.88	1908
Art Building	\$23,657,216	\$1,527	\$10,440,774	44.13%	2.12%	47,696	\$218.90	1985
Hiestand Hall	\$28,543,312	\$59,878	\$12,525,938	43.88%	1.92%	57,547	\$217.66	1958
Laws Hall	\$38,287,795	\$236,204	\$16,554,259	43.24%	1.51%	84,149	\$196.73	1959
Alumni Hall	\$44,469,872	\$10,624	\$19,049,781	42.84%	2.10%	89,657	\$212.47	1910
Williams Hall	\$16,059,984	\$1,065	\$6,771,047	42.16%	2.12%	32,379	\$209.12	1959
Center for Performing Arts	\$37,679,460	\$1,212,947	\$14,704,967	39.03%	-1.09%	82,812	\$177.57	1969
Irvin Hall	\$25,156,495	\$1,813	\$9,507,842	37.79%	2.12%	55,289	\$171.97	1925
Upham Hall	\$83,410,600	\$1,135,837	\$30,013,265	35.98%	0.77%	183,320	\$163.72	1949
MacMillan Hall	\$12,719,625	\$19,543	\$4,326,253	34.01%	1.97%	33,919	\$127.55	1923
Hughes Laboratories	\$125,722,050	\$195,229	\$40,322,945	32.07%	1.97%	220,565	\$182.82	1970
McGuffey Hall	\$57,685,355	\$14,966	\$18,034,648	31.26%	2.10%	126,781	\$142.25	1909
Benton Hall	\$34,335,665	\$3,437	\$9,605,673	27.98%	2.12%	75,463	\$127.29	1968
Engineering Building	\$52,987,184	\$24,043	\$13,826,910	26.09%	2.08%	106,829	\$129.43	2006
Psychology Building	\$57,009,120	\$18,045	\$14,532,167	25.49%	2.10%	100,016	\$145.30	2006
Presser Hall	\$17,571,792	\$14,940	\$4,471,120	25.44%	2.04%	35,427	\$126.21	1931
Farmer School of Business	\$106,102,815	\$42,458	\$26,170,921	24.67%	2.09%	233,193	\$112.23	2009
Shideler Hall	\$51,880,260	\$179,976	\$12,260,597	23.63%	1.78%	91,018	\$134.71	1967
Kreger Hall	\$36,452,640	\$528,556	\$8,416,493	23.09%	0.68%	63,952	\$131.61	1931
Pearson Hall	\$103,395,720	\$20,252	\$21,825,020	21.11%	2.11%	181,396	\$120.32	1985
Voice of America Learning Center (VOALC)	\$10,480,470	\$101,171	\$2,058,206	19.64%	1.16%	23,034	\$89.36	2008
University Stables Classroom	\$145,811	\$6,952	\$18,981	13.02%	-2.64%	1,500	\$12.65	2008
Clinical Health Sciences and Wellness	\$89,783,710	\$0	\$1,910,292	2.13%	2.13%	165,311	\$11.56	2022
McVey Data Science	\$46,806,125	\$0	\$0	0.00%	0.00%	85,000	\$0.00	2022
<b>Academic Total</b>	<b>\$1,272,140,326</b>	<b>\$4,554,448</b>	<b>\$388,813,463</b>	<b>30.56%</b>	<b>-1.78%</b>	<b>2,536,555</b>	<b>\$153.28</b>	

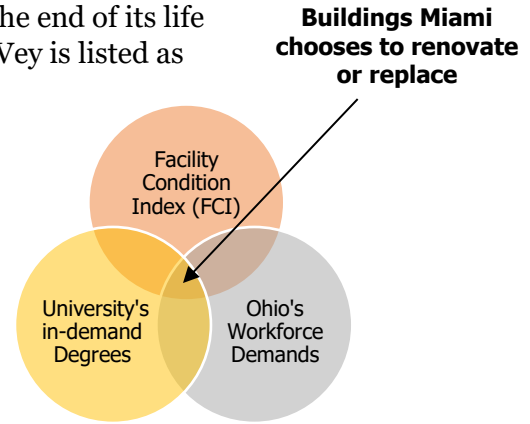
In the chart, the column labeled “Facility Condition Index (FCI)” compares the estimated total work accumulated to the estimated CRV. Both the CRV and the estimated total work accumulated reflect construction costs only. Total program costs including design fees, furniture and movable equipment, and other costs are often an additional 30% - 35% of construction cost.

When looking at Bachelor Hall specifically, the building was constructed in 1978 for \$5,350,000. Replacing Bachelor Hall in 2022 was estimated to cost \$50,639,680 (construction cost only). However, it is estimated that \$29,337,390 would have been needed in 2022 to simply return Bachelor Hall to a “like new” condition. Hence, Bachelor Hall’s facility condition index was therefore estimated to be 57.93%.

Miami considers the building conditions, as well as in-demand degree programs, and the state’s priority workforce fields when determining which buildings to first repair or if necessary, replace. Buildings are chosen to be demolished and replaced if the costs of the current building’s renovations outweigh the construction costs of a new building. Of the past four buildings that have been opened on Miami’s campuses, two buildings were renovated and two buildings were rebuilt, replacing facilities that were no longer cost-effective.

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

For example, the McVey Data Science Building previously mentioned, replaces a residence hall called Swing Hall, which was at the end of its life cycle and too costly to repair. Opened in March 2024, McVey is listed as an FCI of 0.0%, in contrast to Bachelor Hall, given that it is brand new. Miami University has three buildings that are short-listed to be demolished next – Williams Hall (Oxford), Thompson Hall (Oxford), and North Hall (Hamilton) – due to exceeding their useful life and the money necessary to bring the buildings up to modern efficiency and safety standards. Currently, once each building is demolished, it will be replaced with green space.



The chart below shows more information on each building prioritized by the university for demolition. For background, the operating cost estimate is based on when it is fully occupied and in use. The operational savings are estimates for utilities, cleaning and routine maintenance for the building. Last, the deferred maintenance is based on the historic cost of the building and is not based on today's replacement cost as shown in the FCI report.

<b>Miami University Buildings Prioritized for Demolition</b>				
<b>Building</b>	<b>Campus</b>	<b>Total Square Footage (GSF)</b>	<b>Operational Savings</b>	<b>Accumulated Deferred Maintenance</b>
<b>Thompson Hall</b>	Oxford	52,434	\$262,000	\$16 million
<b>Williams Hall</b>	Oxford	33,379	\$130,000	\$7 million
<b>North Hall*</b>	Hamilton	22,675	\$90,700	\$9 million

*\*removed from university building index*

**Why Bachelor Hall is a Priority Project**

The renovation of Bachelor Hall is Miami’s top capital priority as it keeps with Miami’s long-term capital plan to renovate existing buildings and build new facilities where appropriate to maintain the necessary infrastructure to train future generations of professionals, including STEM. Additionally, these facilities are needed to allow faculty and staff to partner with Ohio companies, public, private, and national laboratories, and organizations to help build the Ohio economy, manage valuable natural resources, and provide improved healthcare to its citizens. The renovation further addresses significant deferred maintenance and will lead to reduced energy waste. It is one of our highest-need academic buildings in the university inventory.

Bachelor Hall hosts 16% of all undergraduate courses offered on the Oxford Campus, reaching on average about 7,000 undergraduate students annually. Bachelor Hall is home to over 1,160 hours of undergraduate and graduate student research each year, and 21,900 hours of course and career advising to 1,500 undergraduates and 140 graduate students. The building, given its classes and activities, sees the second most foot traffic on the Oxford campus.

The proposed changes in the classroom and teaching space will allow the continued training of highly competitive graduates who have the tools necessary to succeed in Ohio. Miami graduates

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

and faculty make many contributions to their respective fields and industries. Faculty members have long-standing collaborations with educational and governmental entities, national, international, and Ohio corporations. A prominent example would be the university's proximity to Procter & Gamble in Cincinnati. Miami has had many fruitful collaborations with Procter & Gamble, including the Department of Media, Journalism, and Film recently receiving \$10,000 in grants to explore advertising in a consumer culture course.

Bachelor Hall is also the site of numerous non-credit activities. In 2019-20, Bachelor Hall hosted about 1,500 events with a total attendance of over 50,000 students. The degree programs, centers, and community outreach offered through programming housed in Bachelor also serve nearly 50 school districts and five education service centers in Ohio.

The proposed improvements will help mitigate a growing deferred maintenance problem and contribute significantly to energy reduction strategies and goals. Likewise, much of the space in the building is not conducive to modern teaching and learning techniques, which is interfering with our ability to train students in skills and technologies currently needed by employers.

The Bachelor Hall renovations will provide academic, research, and extracurricular space for all Miami undergraduate students. Our past investments demonstrate Miami University's commitment to efficiently leveraging state appropriations with substantial local resources to make significant impacts in high-demand workforce areas.

### **Prudence and an Entrepreneurial Mindset**

The higher education landscape has undergone an unprecedented transformation in recent years, with technological, demographic, social, and financial shifts requiring universities to adapt in new ways. Given the changes, Miami is striving to adapt to the evolving marketplace and today's innovative society. We are ensuring we are in the strongest academic, financial, and entrepreneurial position possible by exploring new strategic opportunities and ensuring the university continues to thrive as an effective conduit of state funding and resources.

In order to meet student demand and to continue to provide the high-quality talent that Ohio businesses need to thrive, Miami University initiated an ambitious and innovative strategic plan to identify opportunities to strengthen the university's teaching, research, and engagement in advancing Ohio's economy. The plan's mission is to lead the university in ensuring we are serving the dynamic needs and interests of students and the State of Ohio currently and in the future. The strategic plan is taking place in two phases including (i) a preliminary environmental scan with feedback and engagement across campuses and (ii) a closer examination of the university's ambitions and potential opportunities.

The work is being led by senior Miami leadership who have engaged a wide range of students, faculty, and staff through interviews, working sessions, focus groups, and surveys. We have formed working groups focused on four topics (bold strategic ideas, academic programs, enrollment strategy, and operational improvement) that will develop recommendations for the Board of Trustees to consider further. No decisions have been made at this point and the Board of Trustees will decide which opportunities the university will ultimately pursue this Spring. Miami already conducts regular institution-wide evaluations of academic and non-academic offerings, to ensure that limited resources are allocated towards areas that best meet student needs and State priorities.



**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

This, in combination with a recent university initiative called Boldly Creative, Miami has created several new undergraduate and graduate degree and certificate programs to meet student and state demands. Boldly Creative was a multi-year initiative that emphasized data, analytics, and innovative programs that span traditional disciplines, creating engaged workplace leaders who will help expand the Ohio economy.

Undergraduate	Graduate	Certificates
Robotics Engineering (BS)	Physician Assistant (Med. Sci.)	Healthcare Economics
Data & Analytics (BA,BS)	Nursing (Doctorate/MSN)	Big Data Economics
Oxford-Nursing (BSN)	Clinical Engineering (MS)	Sales/Customer Service
Gaming & Simulation (BS)	Business-Analytics/Mgmt (MS)	Agile
Digital Marketing/Sales	E-ship & Emerging Tech (MS)	Ad. Integrated Manufacturing

Focusing on innovation among faculty and staff, the Boldly Creative initiative led to the creation of the state’s first Robotics Engineering Bachelor’s degree, as well as new Data & Analytics and Cybersecurity undergraduate programs, a Physician Associate graduate program, and 20 plus certificates and micro-credentials. The chart shows examples of programs aligned with Ohio marketplace needs established as a result of Boldly Creative.

In the past few years, Miami has seen students choose to study in-demand fields, including over 72% of students majoring in Miami’s top 30 enrolled majors. In seeking to build a foundation to best position Miami graduates as the job market evolves, the Provost’s Office works closely with Deans and Department Chairs to review and adjust degree programs following a comprehensive review. Specifically, Miami has been reviewing and adjusting programs following the comprehensive review initiated in 2019 by our previous strategic plan, MiamiRISE. This work spanned all academic divisions and departments, and allowed Miami to invest in areas poised for growth. As good stewards of the public trust, Miami is constantly going through this process, which enables us to continuously innovate and add new academic offerings, as well as refresh existing areas to meet student demand and Ohio’s workforce needs. It also enables our students to graduate with the broad education needed to launch careers and continually adapt and learn, which ultimately helps them thrive in their respective pursuits.

Miami has been very proactive in creating a leaner curriculum in response to the growing fields in science, health, STEM, business, technology, and engineering. In 2019, the University began an academic prioritization initiative as part of our most recent strategic plan. Through this program, Departments were asked to examine all majors, minors, certificates, and graduate programs that were underperforming. Forty-three programs were eliminated as part of the initiative between 2019 and 2022. In the Fall of 2023, we eliminated 22 more undergraduate programs and 4 graduate programs, mostly in the Humanities. Thus, Miami has reduced its offerings by 44% since 2020 and redirected resources to in-demand degree programs.

As an example of the 2019 strategic plan results, we announced in Fall 2023 that 18 majors were under consideration for consolidation or elimination given their enrollment of 35 or fewer students. For example, French, German, Italian, Spanish, and Russian Language Studies have all seen lower enrollment and therefore may be consolidated into a World Language Studies degree. The Provost’s Office, Deans, and Department Chairs are working together to ensure that any decisions are well-considered and smoothly implemented. Any updates to majors offered, such as potential consolidation or elimination, are shared with the campus community.

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

These decisions are part of a disciplined approach to ensure Miami is best serving its student body. Miami continues to think innovatively to ensure students are well-prepared to meet Ohio's current and future workforce demands. Examining programs and majors is an on-going venture and Miami University is committed to continually conducting such examinations to determine how best to employ limited resources.

With the mission of meeting the demands of the students, community, and state, Miami has invested in emerging and in-demand degree programs. In Spring 2023, we opened the Clinical Health Sciences and Wellness Facility housing the new Master of Physician Associate program, the Department of Nursing and Department of Speech Pathology and Audiology. The Master of Physician Associate program (60 students a cohort) was created as a result of Boldly Creative, with a focus on serving in rural communities in particular. The 2023-24 academic year is the first year of the Physician Associates program.

The Department of Nursing was expanded to our Oxford Campus from Hamilton a few years ago, as the state's demand for increasing the nursing workforce. There are 160 first-year students in the Nursing program this year in Oxford, with 250 upperclassmen joining them. By 2027, the building will accommodate close to 600 nursing students each year.

The Speech Pathology and Audiology (SPA) programs continues to remain competitive on Miami's campus. There are currently 230 undergraduate students studying SPA and the graduate cohorts hold up to 60 students. The program boasts 100% acceptance rates into Clinical Doctorate programs for Audiology over the past 15 years and over 85% acceptance rates into Master's programs in Speech Pathology.

The Clinical Health Science and Wellness Facility also houses the TriHealth Student and Employee Health Centers, the Student Counseling Service, and the Speech and Hearing Clinic. Over 9,000 Ohioans will be served by these clinics at over 27,000 appointments annually. By placing these clinics in the same building, students have the opportunity for hands-on learning and clinical experience in the same space as their classes. Due to the university's partnership with Stryker, all of the students in the building have access to modern state-of-the-art equipment.

The McVey Data Science Building opened this spring and is an interdisciplinary and innovative approach to housing in-demand STEM majors at Miami. McVey is envisioned as a place for interdisciplinary research and collaboration, a forum for industry partners to connect, and a venue for academic instruction, student activities, and informal conversation. Students also have access to cutting-edge resources in the building, including an Experiential Learning Lab, an XR Stage, and a Cybersecurity Lab.

The Departments of Statistics, Emerging Technology in Business + Design, Computer Science and Software Engineering, the Center for Analytics and Data Science, the Armstrong Institute for Emerging Technology, and the Lilly Leadership Institute are all housed within McVey. The Departments of Information Systems and Analytics also has a presence but not office space.

In coordination with McVey, Miami has created an Artificial Intelligence (AI) Taskforce co-led by our Chief Information Office and the Dean of the College of Engineering and Computing as AI becomes a leading conversation in society. This past Fall, IT Services hosted the first annual AI Symposium on "AI at the Intersection of Teaching, Learning, and the Future". The Department of Computer Science and Software Engineering is offering a "Professional

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

Generative AI” Certificate and both majors and minors in AI are being considered, given sufficient coursework already available.

In the past year, Miami faculty and staff have hosted multiple workshops on AI for K-12 educators in the Southwest Ohio region, including at our Voice of America Center, and with Milford and Talawanda Schools. AI presentations have also been given to Miami alumni and the Institute of Learning and Retirement.

In the classroom, faculty across campus have embraced AI in their teaching and course schedules. An Information Systems and Analytics (ISA) professor in the Farmer School of Business has deliberately brought AI into his classroom, both in policy and through the development of his own AI chatbot called ChatISA. The context is set for ISA students, where the tool is pre-prompted to tailor its response to Business Analytics students. ChatISA provides students with the opportunity to use state-of-the-art programming that is free and convenient.

Miami recognizes that new degree programs are needed to meet the state’s workforce and the marketplace’s evolving demands, while existing degree programs need to be evaluated for student and industry demand. Miami is proud to graduate well-equipped, competitive students ready for the Ohio workforce.

***Tuition Affordability through Increased Efficiency***

Miami University has successfully maintained the average tuition paid today versus 2006 by increasing scholarship giving and administrative efficiency to create more institutional scholarships. Institutional scholarships have grown from \$10.1 million in 2009 to \$152.6 million in the current fiscal year. Approximately 87% of first-year students receive Miami aid. Since 2017, Miami has raised more than \$250 million for need-based and merit scholarships. Two of the largest gifts Miami has received have been for need-based aid – \$30 million and \$46 million.

<b>Miami University Ohio Resident Tuition</b>				
	Fall 2010	Fall 2023	Change	Annualized Change
<b>Ohio Resident Tuition (Entering Cohort)</b>	\$12,419	\$17,809	\$5,390	2.43%
<b>Average Ohio Tuition after Scholarships</b>	\$8,664	\$9,927	\$1,263	0.91%

In comparison, Miami University’s Fiscal Year 2023 revenue budget for all funds is \$722,491,334 (approx. \$1,979,428 per day). This equates to an FY23 per diem cost of \$81.20.

Miami’s campuses were appropriated \$84.5 million in fiscal year 2000-01 but \$500,000 less, \$84 million, in the current fiscal year (2023-24). Even with no growth in state funding, Miami has avoided increasing the financial burden on Ohio families.



Miami’s emphasis on affordability in the past decade has enabled the university to lower the amount of student debt for those who borrow from about \$2,000 above the national average for 2015 graduates to about \$3,250 below the national average for 2021 graduates. The amount borrowed by a graduate actually declined by over \$2,500 during this period.

The university also implemented a tuition freeze (before it was codified in state law) to ensure students know the cost of their education throughout their academic career. Miami’s Tuition Promise provides all first-time undergraduate students and their families the certainty that tuition, housing and meals, special

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

purpose fees, and course fees will be frozen over the four years of a student’s Miami experience. By holding tuition and fees constant, Miami’s Tuition Promise provides the confidence students and families need to plan financially for a college education. Stability in costs also ensures that a student’s renewable scholarships and financial aid dollars will retain their value over the entire four-year period.

Making a high-quality, transformative college experience more financially predictable and accessible is a priority for Miami University. As mentioned previously, the university received approximately \$84 million in state funding in Fiscal Year 2023-24. This is roughly the amount of scholarships awarded to attend the university. On average, 56% of an Ohio student’s tuition costs are paid by awarded scholarships.

Controlling costs has been crucial to growing the university’s institutional scholarship budget and improving student affordability. In Fall 2022, Miami employed 712 fewer administrative and hourly staff positions than in the Fall of 2008 (a 23.4% reduction). In the same period, full-time faculty positions grew by 15 positions from 1,011 to 1,026. Meanwhile, from fiscal year 2009 to 2023, non-faculty salaries and wages grew from \$125,099,251 to \$139,279,575 or an annualized rate of growth of less than 0.7% and less than one-third of the CPI index for this period. Faculty salaries during this same period grew from \$75,747,368 to \$99,818,272 or a 1.9% annualized rate of growth or more than 2.5 times the rate of growth in non-faculty salaries and wages. The university constantly strives to improve efficiency and avoid the administrative bloat that is popularized in the media.

This is reflected in the 2021 *U.S. News & World Report* recognizing Miami as the most efficient university in America. While administrative and hourly positions have been reduced by almost 23%, some areas such as fundraising staff have been increased to enable growth in giving for student scholarships. Some administrative areas within Miami have actually reduced staffing by over 40%. Other areas of increased administrative efficiency at Miami include reducing the spending on utilities from \$1.92 per sq. ft. in fiscal year 2009 to \$0.95 in fiscal year 2023. Spending on healthcare from fiscal year 2009 grew from \$35,192,296 to \$44,670,969 or an annualized rate of growth of less than 2% a year. The nation’s employers’ rate of an annualized rate of growth for this period was 4.1% – more than double that of Miami University.

Financial aid can also make a significant impact for Miami students. If an Ohio student’s family makes less than \$35,000, the student does not pay any tuition. 16% of Ohioans attending Miami do not pay any tuition or fees. Meanwhile, approximately 32% of Ohioans attending Miami pay \$5,000 or less in tuition every year.

To summarize, while Miami continues to see a record-breaking number of applications and growing enrollment, the increased student population served does not equal an increase in net tuition revenue for the university.

**\$10.1 million**  
SCHOLARSHIPS IN 2009

**\$152.6 million**  
SCHOLARSHIPS IN 2023

Miami is making every effort to ensure a quality education is affordable for every student.

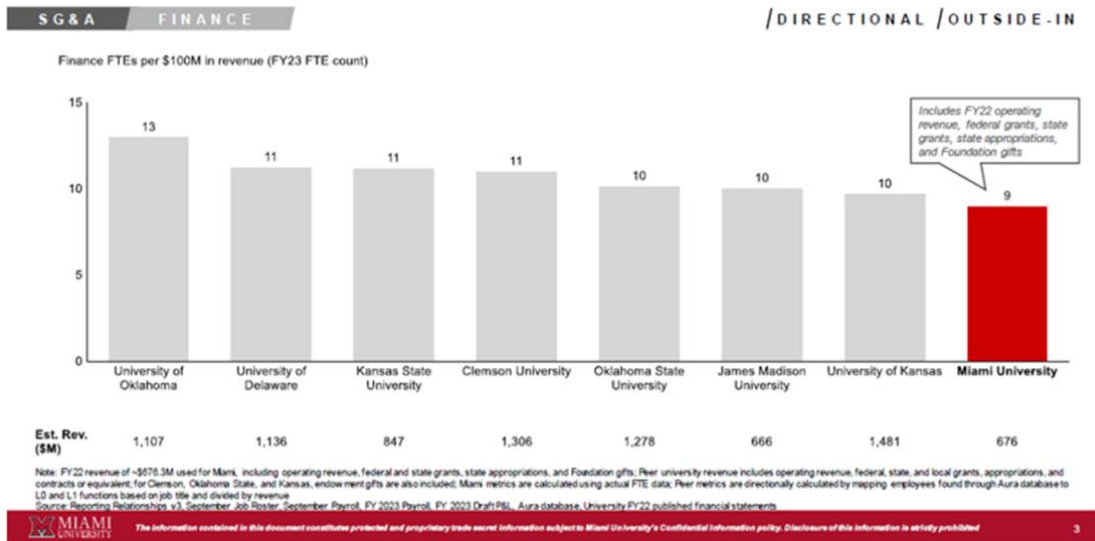
***Institutional Efficiency Initiatives***

In coordination with our tuition affordability initiatives, Miami has also made the effort to ensure there is less waste in resources, time, and effort on campus. Miami recently contracted

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

with Bain & Co. to complete a study of how to further reduce operating costs to continue to slow the growth in the cost of attendance for Miami's students. Bain & Co., as part of its engagement, concluded that Miami is a top quartile performer in controlling administrative costs.

As a result of this evaluation, Bain & Co. determined that Miami has fewer full-time employees in Finance, IT, Procurement, and Marketing and Communications per \$100 million in revenue than our peer universities. Below is a chart demonstrating Miami's Finance Department full-time employees in comparison to similar universities.



In 2009, Miami University adopted Lean as a business strategy, which is a systematic method for eliminating waste within processes. Lean promotes a culture of efficiency, waste reduction, and collaborative problem-solving among employees.

Miami is committed to spreading the Lean methodologies and embedding an unconscious habit for continuous improvement. Recognizing that Lean includes continuous improvement, Miami continues to consider and implement new initiatives under Lean. In the past 15 years, 457 university employees have submitted a Lean project idea. In return, 2,122 Lean projects have been completed, with 60 current projects and 55 Lean ideas being processed.

One example of an initiative that has been implemented as a result of several Lean projects is streamlining campus custodial services. Miami previously operated two different custodial teams, one in the Physical Facilities Department and one in Housing and Recreation Services. These teams were merged and are now entirely operated under Physical Facilities.

By combining these teams, we were able to implement standard operating procedures, a standard quality measurement tool, standard cleaning equipment, and standard chemicals. Recently, we also introduced autonomous equipment in select buildings.

These initiatives have improved our productivity and reduced our costs, even when accounting for the recent high inflation. In 2018, for academic and administrative buildings, one full-time employee (FTE) cleaned 27,360 usable square feet. This is now 33,195. In 2018, for residence halls, one FTE cleaned 19,238 usable square feet. This is now 30,255. Our costs, including all labor and materials for academic and administrative buildings, decreased from \$1.74 per usable

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

square foot in FY18 to a projected \$1.65 in FY24. For residence halls, our costs have decreased from \$2.30 in FY18 to a projected \$1.92 in FY24. We have been able to achieve these improvements in productivity and cost while maintaining the same level of cleaning quality.

A second example is utilization of Lean to design the One Stop for Enrollment Management and Student Success. One Stop was developed to provide essential information, answer questions, counsel, and provide problem resolution for students, families, alumni, faculty, staff, and the broader university community in the areas of registration, enrollment, financial aid, student records, billing, and payment. Lean tools were utilized to provide better customer service to students and to reduce department redundancies.

These projects redesigned and streamlined how students were billed and how information was shared with families and students. In addition, the Lean projects resulted in redesigned orientation break-out sessions, developed training opportunities for student employees, and created automated reporting.

One of the biggest achievements is a student-centric call center. With the creation of the One Stop Call Center, a 27.5% reduction in call volume was realized as students didn't need to call multiple offices to seek assistance. Cross-trained staff can answer a multitude of questions that span across all three areas of knowledge (Bursar, Student Financial Assistance, and Registrar) increasing staff productivity and reducing the reliance on an outside call center to assist with overflow calls. This has resulted in a combined cost avoidance and cost reduction of over \$150,000, increasing efficiencies and student and parent satisfaction.

**Miami's Lean Outcomes**

- *Cost Avoidance:* \$63,874,554
- *Cost Reduction:* \$40,977,838
- *Revenue:* \$16,473,562

***Total Savings: \$121,325,954***

In total, Miami University has saved \$121,325,954 as of March 1, 2024, through the implementation of Lean. The Lean initiative is one facet of Miami's continual approach to innovate and adapt to meet the campus, community, and state's needs. Miami is proud of its record on tuition affordability and administrative efficiency.

***Institutional Cost Summaries***

**Faculty and Staff Changes, by Vice President Area and Division  
(Fall 2008 to 2023)**

	Fall 2008	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Change from 08 to 23	Change from 19 to 23	Annualized Change
<b>Oxford</b>										
President and Other Executive Functions	229	279	292	234	270	282	300	71	8	1.8%
Provost & Academic Affairs										
Faculty (FT only)	867	994	983	857	888	885	877	10	(106)	0.1%
Non-Instructional Staff	610	595	611	583	565	605	580	(30)	(31)	-0.3%
Enrollment Management & Student Success	133	145	152	128	135	124	142	9	(10)	0.4%
Finance & Business Services	1,456	1,088	1,049	966	868	770	751	(705)	(298)	-4.3%
Information Technology	188	116	109	104	102	109	117	(71)	8	-3.1%
Student Life	139	128	127	124	138	148	123	(16)	(4)	-0.8%
University Advancement	84	109	121	109	98	98	111	27	(10)	1.9%
<b>Regional Campuses</b>										
Faculty (FT only)	144	158	154	140	140	147	149	5	(5)	0.2%
Non-Instructional Staff	207	227	225	223	209	212	210	3	(15)	0.1%
<b>Total</b>	<b>4,057</b>	<b>3,839</b>	<b>3,823</b>	<b>3,468</b>	<b>3,413</b>	<b>3,380</b>	<b>3,360</b>	<b>(697)</b>	<b>(463)</b>	<b>-1.2%</b>

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

**Current Unrestricted Fund Spending**

Category	2009	2019	2020	2021	2022	2023	Change	Annualized Change
Student Instruction	\$145,755,819	\$182,278,494	\$180,401,274	\$165,842,700	\$170,372,888	\$178,372,190	\$32,616,371	1.5%
Research	\$2,388,275	\$1,966,548	\$1,735,955	\$1,665,090	\$3,468,238	\$4,447,397	\$2,059,122	4.5%
Public Service	\$498,628	\$1,701,267	\$1,062,756	\$546,491	\$837,838	\$883,669	\$385,042	4.2%
Academic Support	\$40,285,864	\$53,345,446	\$54,170,632	\$49,384,991	\$52,957,995	\$56,532,942	\$16,247,078	2.4%
<b>Total Academic Affairs</b>	<b>\$188,928,586</b>	<b>\$239,291,755</b>	<b>\$237,370,617</b>	<b>\$217,439,271</b>	<b>\$227,636,960</b>	<b>\$240,236,199</b>	<b>\$51,307,613</b>	<b>1.7%</b>
Maintenance, Grounds, and Utilities	\$33,395,298	\$22,158,143	\$20,888,997	\$18,680,582	\$22,273,204	\$24,738,899	(\$8,656,400)	-2.1%
Student Services	\$25,713,199	\$33,094,739	\$33,200,229	\$23,543,346	\$33,746,204	\$34,059,758	\$8,346,559	2.0%
Advancement, Marketing & Communications and Admissions	\$14,208,913	\$26,741,750	\$25,066,514	\$21,373,710	\$24,146,094	\$27,437,251	\$13,228,339	4.8%
Residence Halls and Dining	\$59,552,065	\$64,452,581	\$61,030,825	\$45,374,950	\$67,312,489	\$78,825,132	\$19,273,066	2.0%
Athletics	\$14,586,421	\$21,047,519	\$20,885,666	\$14,197,453	\$19,620,708	\$20,882,838	\$6,296,417	2.6%
Other Auxiliaries	\$35,437,783	\$23,572,820	\$20,763,938	\$16,508,937	\$19,231,568	\$18,109,328	(\$17,328,455)	-4.7%
Finance, Administration, and IT	\$37,606,833	\$34,380,924	\$33,099,326	\$33,557,371	\$35,398,948	\$32,164,153	(\$5,442,680)	-1.1%
Total Administration	\$220,500,513	\$225,448,477	\$214,935,494	\$173,236,349	\$221,729,215	\$236,217,359	\$15,716,845	0.5%
<b>Total Before Scholarships &amp; GA Waivers</b>	<b>\$409,429,099</b>	<b>\$464,740,232</b>	<b>\$452,306,111</b>	<b>\$390,675,621</b>	<b>\$449,366,174</b>	<b>\$476,453,558</b>	<b>\$67,024,458</b>	<b>1.1%</b>
Undergraduate Financial Aid	\$34,920,311	\$110,540,931	\$123,226,629	\$152,452,965	\$159,951,097	\$170,977,775	\$136,057,464	12.0%
Graduate Financial Aid	\$31,830,876	\$21,427,063	\$21,638,054	\$17,450,323	\$18,695,980	\$18,065,697	(\$13,765,179)	-4.0%
<b>Total Costs</b>	<b>\$476,180,286</b>	<b>\$596,708,226</b>	<b>\$597,170,795</b>	<b>\$560,578,909</b>	<b>\$628,013,252</b>	<b>\$665,497,029</b>	<b>\$189,316,743</b>	<b>2.4%</b>
							Change in CPI	3.0%

**Current Unrestricted Fund Labor Spending**

Category	2009	2019	2020	2021	2022	2023	Change Since 2009	Annualized Change Since 2009
Student Instruction	\$102,767,507	\$129,921,059	\$131,053,211	\$121,708,478	\$124,167,874	\$126,769,982	\$24,002,475	1.5%
Research	\$898,586	\$840,177	\$948,619	\$885,812	\$1,893,307	\$2,303,505	\$1,404,919	7.0%
Public Service	\$99,574	\$533,105	\$366,649	\$290,644	\$318,982	\$333,295	\$233,721	9.0%
Academic Support	\$20,790,490	\$27,966,932	\$29,551,354	\$29,151,595	\$29,527,600	\$31,097,359	\$10,306,869	2.9%
<b>Total Academic Affairs</b>	<b>\$124,556,156</b>	<b>\$159,261,274</b>	<b>\$161,919,833</b>	<b>\$152,036,528</b>	<b>\$155,907,764</b>	<b>\$160,504,141</b>	<b>\$35,947,985</b>	<b>1.8%</b>
Maintenance, Grounds, and Utilities	\$16,673,151	\$17,974,206	\$17,864,548	\$15,367,452	\$15,630,696	\$16,777,097	\$103,947	0.0%
Student Services	\$13,507,454	\$17,915,041	\$18,474,707	\$15,998,919	\$16,993,112	\$18,404,759	\$4,897,305	2.2%
Advancement, Marketing & Communications	\$6,996,705	\$11,825,084	\$12,884,411	\$11,971,289	\$11,765,998	\$13,500,337	\$6,503,633	4.8%
Residence Halls and Dining	\$18,066,836	\$13,231,742	\$13,697,654	\$11,589,273	\$12,255,863	\$9,770,600	(\$8,296,236)	-4.3%
Athletics	\$6,109,254	\$9,332,244	\$9,615,098	\$7,794,845	\$9,163,144	\$9,378,888	\$3,269,634	3.1%
Other Auxiliaries	\$8,747,632	\$4,789,730	\$4,196,580	\$3,538,366	\$3,424,987	\$3,539,368	(\$5,208,264)	-6.3%
Finance, Administration, and IT	\$21,154,036	\$21,198,731	\$21,432,307	\$15,927,039	\$20,464,518	\$21,497,172	\$343,135	0.1%
Total Administration	\$91,255,067	\$96,266,779	\$98,165,304	\$82,187,183	\$89,698,317	\$92,868,221	\$1,613,154	0.1%
<b>Total Before Employee Benefits</b>	<b>\$215,811,223</b>	<b>\$255,528,052</b>	<b>\$260,085,137</b>	<b>\$234,223,711</b>	<b>\$245,606,081</b>	<b>\$253,372,362</b>	<b>\$37,561,139</b>	<b>1.2%</b>
Employee Benefits	\$74,156,695	\$79,687,322	\$78,660,205	\$75,115,020	\$81,321,539	\$82,187,029	\$8,030,334	0.7%
<b>Total Labor Costs</b>	<b>\$289,967,918</b>	<b>\$335,215,374</b>	<b>\$338,745,342</b>	<b>\$309,338,731</b>	<b>\$326,927,620</b>	<b>\$335,559,391</b>	<b>\$45,591,473</b>	<b>1.0%</b>
							Change in CPI	3.0%

**Current Unrestricted Fund All DEI Spending\***

Category	2009	2019	2020	2021	2022	2023	Change Since 2009	Annualized Change Since 2009
Student Instruction	\$1,176,551	\$2,948,941	\$2,672,291	\$1,948,229	\$2,289,515	\$2,204,068	\$1,027,517	4.6%
Research	\$3,061	\$720	\$3,992	\$6,933	\$5,844	\$1,860	(\$1,201)	-3.5%
Public Service	\$0	\$4,798	\$5,017	\$0	\$0	\$7,268	\$7,268	
Academic Support	\$3,689	\$1,539	\$0	\$0	\$0	\$0	(\$3,689)	-100.0%
<b>Total Academic Affairs</b>	<b>\$1,183,301</b>	<b>\$2,955,998</b>	<b>\$2,681,300</b>	<b>\$1,955,162</b>	<b>\$2,295,359</b>	<b>\$2,213,197</b>	<b>\$1,029,895</b>	<b>4.6%</b>
Maintenance, Grounds, and Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Student Services	\$1,100,566	\$979,799	\$929,268	\$670,637	\$692,324	\$1,030,276	(\$70,289)	-0.5%
Advancement, Marketing & Communications	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Residence Halls and Dining	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Athletics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Auxiliaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Finance, Administration, and IT	\$170,000	\$244,529	\$225,514	\$235,855	\$370,524	\$599,903	\$429,903	9.4%
Total Administration	\$1,270,566	\$1,224,327	\$1,154,782	\$906,492	\$1,062,848	\$1,630,179	\$359,613	1.8%
<b>Total Before Scholarships &amp; GA Waivers</b>	<b>\$2,453,867</b>	<b>\$4,180,325</b>	<b>\$3,836,082</b>	<b>\$2,861,654</b>	<b>\$3,358,207</b>	<b>\$3,843,376</b>	<b>\$1,389,509</b>	<b>3.3%</b>
Undergraduate Financial Aid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Graduate Financial Aid	\$47,600	\$2,064	\$5,866	\$1,000	\$578	\$31,106	(\$16,494)	-3.0%
<b>Total Costs</b>	<b>\$2,501,467</b>	<b>\$4,182,389</b>	<b>\$3,841,948</b>	<b>\$2,862,654</b>	<b>\$3,358,785</b>	<b>\$3,874,482</b>	<b>\$1,373,015</b>	<b>3.2%</b>
							Change in CPI	3.0%

\*Miami does not have faculty specifically hired to teach diversity, equity, and inclusion. "Student Instruction" is broadly defined. For example, faculty hired in fields such as sociology, management, engineering, or English are included.

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

**Current Unrestricted Fund DEI Labor Spending\***

Category	2009	2019	2020	2021	2022	2023	Change Since 2009	Annualized Change Since 2009
Student Instruction	\$836,192	\$2,057,530	\$1,985,299	\$1,437,400	\$1,693,975	\$1,576,216	\$740,024	4.6%
Research	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Public Service	\$0	\$3,424	\$3,696	\$0	\$0	\$4,250	\$4,250	0.0%
Academic Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Academic Affairs</b>	<b>\$836,192</b>	<b>\$2,060,955</b>	<b>\$1,988,995</b>	<b>\$1,437,400</b>	<b>\$1,693,975</b>	<b>\$1,580,466</b>	<b>\$744,274</b>	<b>4.7%</b>
Maintenance, Grounds, and Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Student Services	\$616,589	\$515,171	\$484,452	\$449,482	\$411,984	\$543,271	(\$73,318)	-0.9%
Advancement, Marketing & Communications	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Residence Halls and Dining	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Athletics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Other Auxiliaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Finance, Administration, and IT	\$170,000	\$160,511	\$163,211	\$169,437	\$226,815	\$388,046	\$218,046	6.1%
Total Administration	\$786,589	\$675,682	\$647,663	\$618,919	\$638,799	\$931,317	\$144,728	1.2%
<b>Total Before Employee Benefits</b>	<b>\$1,622,782</b>	<b>\$2,736,636</b>	<b>\$2,636,658</b>	<b>\$2,056,319</b>	<b>\$2,332,774</b>	<b>\$2,511,783</b>	<b>\$889,002</b>	<b>3.2%</b>
Employee Benefits	\$520,619	\$880,689	\$767,512	\$627,093	\$659,998	\$795,653	\$275,034	3.1%
<b>Total Labor Costs</b>	<b>\$2,143,400</b>	<b>\$3,617,326</b>	<b>\$3,404,170</b>	<b>\$2,683,413</b>	<b>\$2,992,773</b>	<b>\$3,307,436</b>	<b>\$1,164,036</b>	<b>3.1%</b>
							Change in CPI	3.0%

\*Miami does not have faculty specifically hired to teach diversity, equity, and inclusion. "Student Instruction" is broadly defined. For example, faculty hired in fields such as sociology, management, engineering, or English are included.

**Graduating Student Success**

Miami students graduate and succeed. At Miami University, we recognize the value of a public higher education institution by operating efficiently, staying committed to the undergraduate teaching we do best, providing students with the resources they need to graduate on time, if not early, and preparing students for productive careers and lives.

On the Oxford campus, Miami offers bachelor's degrees in over 120 areas of study. Graduate students choose from more than 70 master's and doctoral degree programs. A range of associate degrees, as well as bachelor's degrees, are also offered at the regional campuses.

Miami University has 22,205 students overall between four campuses. In Fall 2023, the main campus in Oxford, Ohio, had 18,618 students; 16,478 undergraduate and 2,140 graduate students. In the undergraduate population, there were 3,050 minority students, 773 international students, and 52% were female. The graduate students were 70% female, and included 387 minority students, and 282 international students. The Fall 2023 class had an average ACT score of 28 and an average high school GPA of 3.87. The average high school GPA of students in the Honors College is 4.40. Miami's incoming first-year students have an average of 18 College Credit Plus (CCP) hours already earned.

Miami University Total Enrollment						
	2018	2019	2020	2021	2022	2023
<b>Total</b>	24,416	24,098	22,971	23,045	22,644	22,205

Miami University Enrollment Projections						
	2024	2025	2026	2027	2028	2029
<b>Total</b>	21,967	21,756	21,885	22,041	22,092	22,092

Miami University Enrollment by Degree Level						
	2018	2019	2020	2021	2022	2023
<b>Undergraduate</b>	21,799	21,627	20,613	20,784	20,384	20,036
<b>Graduate*</b>	2,617	2,471	2,358	2,261	2,260	2,169

\*Graduate Degree counts includes PhD students

Miami Regionals have an open-admission, low-tuition mission with a focus on accessibility and affordability to serve Butler County and Southwest Ohio residents. In Fall 2023, the regional campuses combined had 3,587 students; including 754 minority students, 163 international students, and 55% were female.



**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

In the past five years, Miami has seen consistent total enrollment numbers, with a record-breaking number of applications from both Ohio residents and out-of-state residents. While the total enrollment in the past five years has decreased slightly, this is due to our realization that we could not provide 24,000+ students with the level of excellence expected on a continual basis. Looking ahead to the next five years, we expect to continue to see enrollment numbers stay around 22,000 students total between undergraduate and graduate students.

Miami encourages students to leverage the college credit earned in their pre-undergraduate studies. With planning and 30 or more hours of college credits earned before a student's first year, the student can graduate with a bachelor's degree in just three years. Over 100 Miami programs offer a Three-Year Pathway to graduation.

Students wishing to earn advanced degrees are also able to pursue a bachelor's and master's degree simultaneously through the combined bachelor's-master's program. Students can declare their interest in the combined program at any time during their academic career at Miami. Often, students begin taking master's classes during their third year of undergraduate study. The student's fourth year is then focused on master's classes. There are currently 22 master's programs offered in this combined format. In only four years, a student can earn both a bachelor's and master's degree for the cost of an undergraduate education.

Miami's four-year graduation rate has climbed to No. 12 among U.S. public schools. Miami is one of 70 public universities across the country with a four-year graduation rate above 50%. While there are over 2,000 public institutions of higher education in the United States, only 70 institutions graduate more than 50% of their students in four years or less. Miami takes pride in this national benchmark because of what a shorter time to degree attainment means to our students, alumni, and families: no unexpected, additional college tuition and housing costs, and the ability to start a career — and start earning money — sooner.

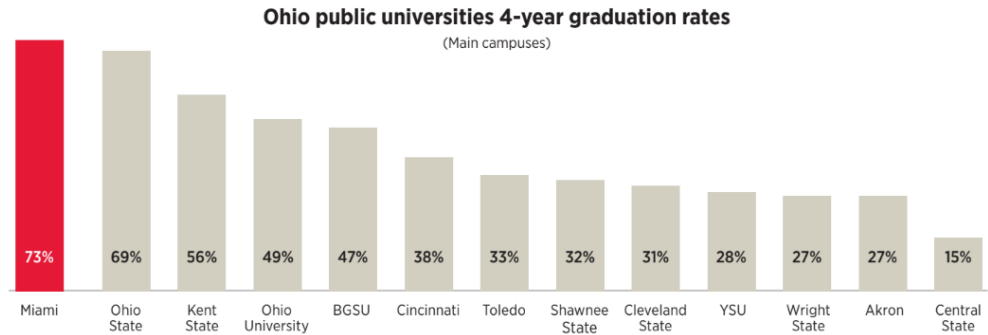


With Miami's 99% post-graduation success rate and our new grads' average starting salary of about \$60,000, we can calculate the lifetime value of *on-time* graduation to be over \$200,000. Miami also outperforms its peers when it comes to 6-year graduation rates. Of the students entering Miami in the Fall of 2017, 82% graduated within six years. Among Ohio public universities, only Ohio State has a higher six-year graduation rate.

Miami also has the highest 4-year graduation rate for both Pell and non-Pell students among all Ohio public universities. Miami graduates 58% of our Pell students in four years when considering all four university campuses, with a 71% graduation rate among non-Pell students in comparison. Students who receive the Pell Grant, along with other vulnerable student populations such as veterans, first-generation students, and members of the Miami Tribe of Oklahoma, often need additional support as they enter their collegiate career. We offer these students the wrap-around services needed throughout their time at Miami to ensure they have the support needed to excel and graduate in a timely manner.

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

Students of all majors who graduate from Miami often go on to become the business leaders and entrepreneurs of tomorrow. Miami University's Entrepreneurship Program, ranked No. 7 in the world



by the *Princeton Review* and *Entrepreneur* magazine, has been continuously featured in the Top 10 Entrepreneurship Programs globally for the past 16 years.

Our Entrepreneurship Program emphasizes strong academic research and immersive, real-world learning opportunities in the areas of startup and venture capital, social entrepreneurship, corporate venturing and technology commercialization, and creativity and innovation. Through exposure to other entrepreneurs and Ohio's leading companies such as Kroger, Cintrifuse, and Procter & Gamble, entrepreneurship students receive a holistic view of the Ohio marketplace.

Uniquely, the Entrepreneurship Program is one of a few co-majors on campus, where students are required to select an additional major (any other major). Twenty percent of Miami students co-major in Entrepreneurship and over half of those students select another major outside of the Farmer School of Business.

In the last decade, Miami graduates specifically have created over 250 companies, attracting over \$10 billion in investment, and with eight companies receiving a market valuation above \$1 billion. Miami University creates an exceptional environment that fosters innovation and entrepreneurship, evidenced by the number of Miami University start-up companies created in Ohio. In fiscal year 2021-22, Miami University start-up companies added \$1.1 billion in income to the Ohio economy, which is equivalent to supporting 12,070 jobs.

With the opening of the Lee and Rosemary Fisher College@Elm Innovation and Workforce Development Center last year, Miami will continue to have a positive impact on entrepreneurship. A public-private partnership sponsored by JobsOhio, the General Assembly, the City of Oxford, and Miami University alumni, Fisher Innovation College@Elm provides resources to assist entrepreneurs in moving their ideas to market along with space for the most innovative and creative companies to locate.

***Educating Tomorrow's Workforce***

At Miami University, we recognize that not every student comes from the same background, and often creative solutions and programming may be needed to support students throughout their academic career. Miami has created several workforce initiatives that allow students ease of access to education while meeting Southwest Ohio's industry demands.

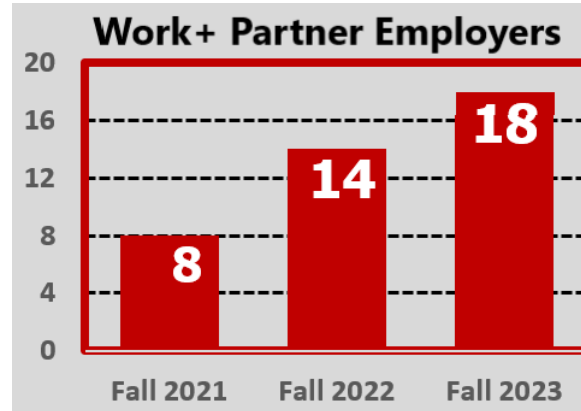
One such program is Work+. An innovative program created in partnership with former State Senator Bill Coley, Work+ allows Miami and local employers to collectively solve real workforce

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

challenges in the community. Work+ expands the talent pool and reduces turnover expenses associated with entry-level positions. We've seen great success in Butler County and the region thus far.

Work+ participants work part-time while they pursue an associate or bachelor's degree. If the student meets their academic and work commitments, their tuition is paid for by the employer. The program creates a win-win-win for all stakeholders involved — Miami creates education and career pathways for students who otherwise may not have the opportunity; the students are able to obtain work experience, build their resume, receive a competitive wage, and a college degree debt-free; and local employers can expand their talent pool and reduce expenses associated with hiring, re-training, and attrition.

Since its inception, the student participation rate has doubled nearly every year, and we continue to see increased interest among students. This past Fall, there were 80 students enrolled across all Miami campuses. Excluding our healthcare partnerships focused on nursing, the Work+ jobs are not limited to a specific major, intentionally exposing participants to local employers they likely would not have otherwise considered.



One Work+ participant has worked at Worthington Steel for the past two years while studying for an Associate's Degree. In this time, the student has been promoted, offered a full-time position while still in school, and was selected among all company employees to participate in a respected management leadership program. Another student, an Engineering major, started at Shape Corp. in Trenton, Ohio on the production line in August 2023. In only a few months, this student has already started to transition to assist Shape Corp.'s engineering team. These are only a few examples of the students who have succeeded in Work+.

Work+ has recently tailored the program to partner with the healthcare industry as well, recognizing the demand for nurses and hospital employees, such as Kettering Health Hamilton, Atrium Medical Center (Premier Health), Community First, and Butler County General Health District. These healthcare employers all target hiring students majoring in nursing specifically. These healthcare employers guarantee their Work+ students' full-time employment post-graduation with the student's successful passage of the nursing licensure examination. As Work+ participants, students primarily work as nursing assistants, but other hospital positions may include the transportation, housekeeping, and dining divisions. Work+ allows nursing students to gain valuable experience in a healthcare setting, by learning the hospital culture and job responsibilities before completing their degree. Miami is in Work+ conversations with other healthcare employers as well.

The Work+ participating students see the value in the program. Student retention rate from semester to semester has consistently remained high, at approximately 89% with a credit completion rate of 90% (students earning grades of C- or above). Work+ participants also maintain an above average university-wide GPA, averaging between a 3.2 and 3.4 GPA.

Work+ employers recognize benefits such as reduced turnover costs as students are committed to at least one year of employment, increased productivity thanks to reduced employee tardiness and/or absenteeism, talent pipeline of qualified Miami University students, reduced outlays

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

toward federally mandated benefits by covering the work of one full-time employee with two Work+ employees, and tuition reimbursement deduction from federal payroll tax of up to \$5,250 per employee.

With nearly 20 employers in Work+ currently, partner employers range from small family businesses to global companies and across a variety of industries, including manufacturing, healthcare, childcare, laboratory science, and transportation services. Recently, new partners include Kettering Health (nursing majors specifically), Shape Corp., and West Chester Township. Student salary rates (not including tuition) range between \$10-26 an hour. Employer contributions toward eligible tuition is approximately 90%.

We hope to continue to expand this innovative program throughout the region and across the state, sharing the model with all higher education institutions in Ohio. The framework of Work+ was implemented as a statewide model in House Bill 614 in the 133<sup>rd</sup> General Assembly, and Miami has since worked with the Ohio Department of Higher Education to make a Work+ template available online. Work+ has filled 360 positions at Southwest Ohio companies since 2021, exposing university students to the employers in their backyard, setting them up for financial and professional success, and filling in-demand jobs.

Miami is focused on learners of all ages and backgrounds. Early College Academy (ECA), another university-led workforce initiative focusing on high school students, is in its second year and has already seen great success in the region. ECA provides students with the opportunity to start their college journey early – in their junior year of high school – at one of Miami Regionals campuses. Offered at no cost to the student or their families, the two-year program allows participants to earn their high school diploma and an associate degree from Miami simultaneously. The graduates then have the tools they need to succeed in life's next steps, whether it's continuing their education or entering the workforce.

This unconventional route to earning an associate degree by high school graduation targets students who may not otherwise have considered college an option, particularly those from economically disadvantaged households. ECA's inaugural partners were Hamilton City Schools and Middletown City Schools. This year, over 110 students from six regional school districts in Butler, Hamilton, and Warren Counties are participating in ECA. Additional expansion to four more school districts in the region is expected for the 2024-25 school year.

Since 2021, Miami has partnered with Cincinnati State Technical and Community College in Ohio and Northern Kentucky University and Gateway Community and Technical College in Kentucky on the Moon Shot for Equity Initiative.

Regional collaborations are critical to establishing academic pathways that allow students to move between two- and four-year institutions and earn a degree more quickly and efficiently. Through the partnership, credit transfers between institutions have been streamlined, accelerating time to degrees. By providing wrap-around services, a support infrastructure, and academic pathways, Miami and our partner institutions are removing the barriers to success for Ohio and Kentucky residents, allowing them to earn degrees faster and enter the workplace sooner.

A new program, called the Hometown Talent Initiative, focuses on building workforce talent and community leaders in mid-size to small communities in Ohio. The vision is to expose young people to the exciting opportunities in our partner communities. The Initiative fosters development of future workforce and community leaders by: (i) providing existing residents opportunities to upskill their talents, (ii) creating a K-12 pipeline of future workforce talent, and

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

(iii) providing first- and second-year college students internships with businesses in our partner communities. We are currently in pilot with Butler, Darke, Preble, Shelby, and Warren Counties.

***Partnering with Ohio Employers***

As president of Miami University, I have always stated we are “Open for Business!”. Recognizing the importance of working with employers, we strive to ensure that Miami University is meeting the particular demands of the workforce and advancing the Ohio economy.

Our most recent endeavor is the Butler County Advanced Manufacturing Hub (Hub). The Hub is a public-private partnership consisting of over 30 entities from the manufacturing sector, the Butler County Board of Commissioners, Butler Tech Career and Technical High School, and the City of Hamilton. The Hub utilizes the assets and expertise found at the Butler County Advanced Manufacturing Training, Education, and Workforce Development Center, the Fisher College@Elm Innovation and Workforce Center, and Miami University’s Smart Factory. These collaborators and assets are being used to meet the manufacturing workforce, research, and commercialization needs of Butler County, Southwest Ohio, and the state.

The Hub is unique due to the creation of an integrated manufacturing ecosystem. The Hub will engage industry, residents, communities, trade associations, regional economic developers, training and education experts, and others in the manufacturing sector. The Hub will partner with industry to assess and address the region’s current and future needs. Most importantly, industry experts and equipment, along with Butler Tech and Miami faculty, will be located all in one facility. The Hub moves beyond co-location to integration. What traditionally would be separate high school, college, and research endeavors will be combined into one endeavor such that a visitor won’t be able to distinguish a Butler Tech student from a Miami student or an industry expert from a Butler Tech or Miami University faculty member. Regional employers, including small and medium-sized manufacturers, will have access to the sort of talent, research, and commercialization that are typically available only to larger businesses.

The Hub connects industry experts with students and faculty from both institutions to solve real-life manufacturing problems. Industry experts and equipment located on-site provides students with hands-on training with the very technology and processes that Hub manufacturing collaborators employ. Through this immersive process, the collaboration will strengthen the manufacturing talent pipeline in the region. Students will be prepared to enter the workforce with the immediate opportunity for career growth and will add value to their employer on day one of employment. Students of all ages will be able to train in a state-of-the-art facility, with industry experts and mentors, to obtain their choice of a high school diploma, recognized industry credentials, micro credentials, continuing and professional education, associate degrees, and bachelor’s or master’s degrees.

This public-private partnership is in response to the current and anticipated future workforce and applied research needs of Butler County and Southwest Ohio manufacturers. The Hub will also leverage both institutions’ larger educational systems, including College@Elm, and our Smart Factory.

College@Elm is a comprehensive regional innovation center encompassing co-working space, a startup accelerator, and incubator programs. College@Elm, serving the Southwest Ohio region, works to grow and foster a culture of entrepreneurship in the community through the creation and support of new ventures and the education and encouragement of the startup’s founders. College@Elm offers participants mentoring, networking opportunities, workshops and

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

seminars, working space, and access to capital and talent to help them realize their ideas and scale their companies.

Specific to advanced manufacturing, the facility is designed to support manufacturing startups and existing manufacturers requiring additional R&D space to develop and launch incremental lines of business with manufacturing infrastructure (such as shipping, receiving, industrial power, and space and dimensions acceptable for large manufacturing equipment). Offering a combination of technology innovation programs, advisors, capital, and engineering talent, including Miami's College of Engineering and Computing (CEC) faculty and students, College@Elm and the Hub are unique in the Midwest.

The Smart Factory will serve as a working laboratory for applied research and innovation. Capitalizing on the expertise and research programs of faculty on the Oxford Campus and their strong connections to industry Collaborators, the Smart Factory will provide opportunities to meet industry challenges with novel approaches generated and refined by teams of students, faculty, and industry employees. Evidence of investment in this approach is given by the current industry sponsorship of the Smart Factory, including Mitsubishi Electric and Automation serving as the primary sponsor and a key partner for the launch of the Smart Factory in Spring 2024.

***Intellectual Diversity on Campus***

Miami University is dedicated to intellectual diversity on our campuses. With longstanding programs on our campuses allowing for discussion on public policy issues, including the JANUS Forum, the Menard Family Center for Democracy, the Government Relations Network, and most recently the Constructive Dialogue Institute, and the Center for Civics, Culture, and Society, we look forward to continuing to be a conduit of public discourse.

Sponsored by the Political Science Department, the JANUS Forum provides a place for members of the community to come together and discuss opposing views freely and passionately, and where students can explore the multitude of views that exist, and then arrive at their own opinions. It is a catalyst for developing timely, interesting, and rigorous discussion of public affairs. One of the most popular events on campus, the JANUS Forum operates by hosting outside speakers to discuss current topics of relevance to the student body. Past issues discussed include marijuana, cryptocurrency, and the death penalty.

The Menard Family Center for Democracy is rooted in the belief that a healthy democracy requires an informed and engaged citizenry committed to democratic values and practices. Established in 2019 with the support of the Menard Family, the Center supports a broad range of teaching, research, and service activities at Miami that enhance civic dialogue and engagement, active citizenship, community problem solving and public understanding of democracy, politics, and civic affairs.

The Menard Family Center for Democracy sponsors and supports a variety of on-campus and community-based lectures, workshops, hands-on experiences and interactive dialogues that promote civic education and engagement while connecting Miamians with local, state and national thought leaders. The most recent event hosted by the Center was the U.S. Senate Republican Candidate Debate in March.

The Government Relations Network (GRN) mission is to educate leaders across Ohio that Miami University stands ready to assist in providing the workforce, research, and entrepreneurial needs necessary to advance Ohio's economy. GRN members are represented by

**Capital Budget Testimony**  
**Senate Workforce & Higher Education Committee**  
**April 23, 2024**

all majors and all years. GRN members share their personal higher education experience with public officials and decision makers at all levels of government. Through membership students get a direct hands-on experience in understanding the levels of government in our country.

To promote free expression and intellectual diversity on and off-campus and to equip students with life skills to thrive in professional and personal spaces, Miami University has partnered with the Constructive Dialogue Institute. The Constructive Dialogue Institute developed the Perspectives program, an online and in-person program focused on equipping students with concrete tools to communicate and understand perspectives different from their own. The Office of Transformational and Inclusive Excellence in partnership with the Office of ASPIRE, the Honors College, and the Menard Family Center for Democracy, launched this initiative. In Spring 2024, 97 student leaders across backgrounds and perspectives participated in the pilot program. Results from the pilot demonstrated improvements in polarization, conflict resolution, and intellectual humility among student participants.

Miami will continue to equip students with the tools necessary to respect and communicate across different values and viewpoints, and to embed the Constructive Dialogue tools more broadly for students, faculty, and staff.

We look forward to continuing the work of all of these initiatives, programs, and events across our campuses. We welcome you to attend any events sponsored by the JANUS Forum or Menard Family Center. We also look forward to the fruition of the Center for Civics, Culture, and Society this year and will keep you apprised of our progress.

***Conclusion***

Consistently nationally and internationally ranked, Miami is focused on providing the best undergraduate experience in Ohio and the United States as a public institution of higher education. Miami University aspires to advance the reputation, revenue, and retention of talent in the Ohio communities where we live and educate.

Thank you for the opportunity to testify before the Senate Workforce and Higher Education Committee. I am happy to answer any questions you may have at this time.