

Preface



Ross Hall

A History of Auburn University

The Auburn University Institutional Self Study Report for 1992-93 began with a brief history of the University from 1856-1992. This history is reproduced below, and it is followed by the continuing history of the University from 1992 to the present. This history was prepared by Dr. Allen W. Jones, Professor Emeritus of History, and by Dr. Taylor D. Littleton, Mosley Professor Emeritus of English.

1856-1992

The school whose charter was approved by the state Legislature in 1856, 136 years ago, stands today as the largest and most comprehensive institution of higher learning in Alabama. It began as the East Alabama Male College, located in the small community of Auburn and supported by the Methodist Episcopal Church, South. The new college, with a classical curriculum emphasizing instruction in the liberal arts, received its first students on October 1, 1859, in Old Main—a four-story building on the site of what is now Samford Hall—with a faculty of six, a College enrollment of 80, and a preparatory enrollment of 100. The College was managed by a 51 member Board of Trustees with the Reverend William J. Sasnett serving as its President. Five students were graduated in the first year, and during the second, College enrollment increased to 101 and preparatory enrollment to 127.

In 1861 the College closed when the East Alabama Male College cadets marched off to the Civil War, reopening in 1866 under the leadership of Dr. James F. Dowdell, a Methodist minister, lawyer, and three-term Congressman. The small College struggled against adverse post-war conditions to stay open during the next five years; and at the close of 1871 the faculty recommended to the Board of Trustees that the College be transferred from church to state control for the establishment of a land grant college. The federal land grant act stipulated that no funds from land grant endowments could be used to acquire a plant, but only for support of a College; and thus, since the church had a physical plant but no funds for support of the College, the state Legislature passed an Act February 26, 1872, formally accepting the property of the Methodist College and naming the new land grant school the Agricultural and Mechanical College of Alabama.

The newly designated A and M College was the first land grant institution in the South to be established separate from an existing state university. To the new faculty of eight, four from the former liberal arts College and four new professors, fell the task of developing the knowledge and techniques of instruction to accomplish the intent of the Morrill Act as applicable in Alabama. “Without excluding other scientific and classical studies, and including military tactics,” declared the Morrill Act, the purpose of a land grant College was “to teach such branches of learning as are related to Agriculture and Mechanic Arts . . . in order to promote the liberal and practical education of the industrial classes in the several pursuits and professions of life.” It was not proposed “to exclude any standard branches of liberal learning, but to give a new and worthy prominence to those related to agriculture and the mechanic arts.” The idea was to blend “liberal” and “practical” education. A college with such direction was a part of a plan to build a “New South” based upon a sound agricultural economy and dynamic industrial growth and a broadly educated citizenry.

The beginning of the A and M College was at an inauspicious time. The state’s agricultural economy had been disrupted and pre-war industrial beginnings obliterated. Other than the \$20,280 paid annually as interest on Auburn’s land grant endowment, the state made no appropriation to the College until 1883. Within this eleven year period, the College was led by Dr. Isaac T. Tichenor, a former Confederate chaplain and noted baptist minister. He served under the guidance of a Board of Directors, seven appointed by the Governor and three ex officio members—the Governor, the Superintendent of Public Instruction, and the President of the State Agricultural Society. President Tichenor’s administrative responsibility was the difficult one of extending the College curriculum from its liberal arts basis into an accommodation of the scientific emphasis of the land grant concept. He expanded course offerings, organizing them under Agriculture, Civil Engineering, Literature, and Sciences. He himself served as the only professor of agriculture and director of farming experiments from 1873 to

1878, establishing farms at Auburn and at Courtland in the Tennessee Valley to demonstrate the best methods in agriculture. Enrollment at Auburn climbed from 103 in 1872 to a peak of 279 in 1879, but then declined as conflict between the traditional and land grant philosophies went unresolved. By 1882, the degree courses had been reduced from four in 1872 to two—Agriculture and Chemistry, and Mechanics and Engineering.

Succeeding Tichenor in 1882 was Dr. William Leroy Broun of Virginia, whose background and considerable accomplishments both in classical scholarship and in science and mathematics provided a potential unity of the College's educational heritage and its required responsibilities. Dr. Brown had served as commandant of the Confederate Arsenal at Richmond during the Civil War, and afterwards as professor at the University of Georgia and at Vanderbilt University. As commencement speaker at Auburn in 1880, he had pointed to the South's need for scientific education, but after he came to Auburn as President, he failed to win acceptance of proposed curriculum changes in favor of scientific education. As a result, Broun resigned in 1883, only to return after a year's interval during which President David F. Boyd, formerly of Louisiana State University, had won acceptance of Broun's recommendations. In 1884 Boyd returned to LSU and Broun to Auburn where he continued as President until his death in 1902. His work at Auburn was the crowning achievement of his career. Broun's leadership and major reorganization of the College significantly advanced Auburn's reputation among the Morrill Act Colleges of the South. In 1884, he initiated a third degree program, Latin Science, which incorporated the non-scientific elements of the curriculum; it remained until the 1920s as the "General Course." He completely restructured the basic courses of study in science and mechanics, establishing courses in Engineering Shopwork, Botany, Zoology, Chemistry, Pharmacy and creating separate departments of Civil Engineering, Electrical and Mechanical Engineering, and Physics.

In 1883 the Alabama Agricultural Experiment Station System was started with revenue from a state tax on fertilizers, allowing Broun to acquire additional land for an experimental farm and faculty. The federal Hatch Act in 1887 provided federal funds to strengthen this program and to develop instruction necessary to modern scientific agriculture. From a staff of four in 1883, the Experiment Station had grown to more than 350 full- and part-time employees in 1992.

In addition to enlarging the physical plant and securing equipment for laboratories, Broun brought to Auburn a number of able, young teachers and scholars who helped develop further the school's academic reputation. While the faculty and the curriculum were changing, the lives of the students were also being altered. Social fraternities, organized in 1878, were openly recognized by the school in 1883. In 1892, the admission of women students and the introduction of intercollegiate athletics in football and baseball added new excitement to the small campus. A student newspaper, the *Orange and Blue*, began in 1894 and the first yearbook, the *Glomerata*, was published in 1897.

When Dr. Broun's notable Presidency ended with his death in 1902, the faculty had grown to 19 professors and 10 assistants, the student body to 403 men and nine women. Also, by then the institution's official title had become Alabama Polytechnic Institute (API), a change Broun had proposed to the 1899 Legislature because "the College has developed as originally designed into an institution where are taught not only the branches that relate to agricultural and mechanical arts but also the sciences and arts in general that relate to the industrial development of modern civilization."

Dr. Charles C. Thach, English professor at the College since 1884 and the first alumnus of API to become President, served from 1902 to 1920. Thach's 18 years were marked by positive change and growth for the school.

Beginning informally under the leadership of Agricultural Experiment Station Director John F. Dugger in 1906, the formal organization on a county-by-county basis of the Agricultural Cooperative Extension Service was made possible by the passage of the Smith-Lever Act in 1914. Reinforced emphasis on the dissemination of agricultural knowledge followed the Smith-Hughes Act of 1917, providing for the training of teachers of Vocational Agriculture. The Department of Agricultural Education was formed in 1918 to meet this expanded responsibility and became a part of the School of Education in 1922.

Although Architecture was not to become a separate School until 20 years later, a Department of Architectural Engineering was established in 1907, the first in the Southeast. Begun in 1892, Veterinary Medicine received independent status under the Thach administration in 1907 and began offering the

Doctor of Veterinary Medicine degree in 1909. During that same year a Carnegie Grant led to the construction of the first separate building for Auburn's library. During Thach's term, Auburn alumni conducted the first campaign for building funds, a harbinger of successful similar efforts to come in future years; though falling short of its goals, this first campaign led to the construction of Alumni Gymnasium, which until 1969 occupied the site of the present Student Union. Finally, in 1919, shortly after the close of World War I, the Reserve Officers Training Corps was established at Auburn, although military science had been taught since 1872 as required by the Morrill Act.

In 1920 Dr. Spright Dowell, former Alabama State Superintendent of Education, was named President to guide Auburn through the turbulence that occurred as the institution modernized its organization and regulations in the post World War I adjustment period. Although Dowell faced some powerful opposition, the administrative system was rearranged to meet the needs of the growing College, and coursework in many fields, especially engineering, was strengthened.

Several new Schools were established during Dowell's tenure. An independent Department of Home Economics was created in 1921, to become a School in 1929. The School of Chemistry and Pharmacy was formed in 1922, and in 1941 the Board of Trustees separated them into two different schools. In 1927 the Department of Architecture became the first in the South to offer a five-year course, won accreditation, and became the School of Architecture a year later. In 1926 the first off-campus teaching for credit was authorized, and a year later correspondence courses were offered "to make it possible for residents of Alabama who were unable to come to the campus for study to enjoy the advantages of the instructional service of the institution." In 1921, Smith Hall was converted into a dormitory for women and housed the Dean of Women and other female members of the faculty. Ramsay Hall for Engineering was a notable addition to the physical plant in 1925.

Dr. Bradford Knapp, formerly President of Oklahoma State University, succeeded President Dowell in 1928. Although Dr. Knapp was President for only four years, his brief administration was marked by the projection of an imaginative building program, much of which became a casualty of the Depression following the 1929 stock market crash. However, Ross Chemical laboratory, Duncan Hall, and the Textile Engineering Building were constructed during this period.

In 1929 the Engineering Experiment Station was established to assist industries in the state to improve manufacturing and development processes. During Dr. Knapp's administration, further advances in engineering included the establishment of curricula in Textile and in Aeronautical Engineering, and Civil and Highway Engineering were consolidated. The Department of Industrial Engineering and Shops was also established.

The first use of the title "School of Science and Literature" occurred in 1929 to designate the subject matter retained from the original denominational college and offered as the "General Course" by the academic faculty. At that time, the staff of the School of Science and Literature numbered about 50 teaching in nine departments. Enrollment stood at 326 with 207 of these in Business Administration, 77 in the General Course, and 42 in the Pre-medical Course.

Dr. Knapp resigned in 1932 in the midst of the Great Depression. The financial situation was so critical and the issue of the successor to Dr. Knapp so controversial that the Board of Trustees elected a three-member Administrative Committee--John J. Wilmore in Engineering, Bolling H. Crenshaw in Mathematics, and Luther N. Duncan in Agriculture--to administer the College. The triumvirate administered the School through three of the worst years of the Depression. The state's failure to pay appropriations caused salary reductions for the faculty and a sharp cutback in services offered by the institution.

Dr. Luther N. Duncan emerged from the triumvirate as President in 1935. A graduate of API, class of 1900, he brought to his new position "a profound belief in the prophetic vision and great wisdom of Dr. Broun," under whom he had been a student. Facing an indebtedness of over \$1 million in a continuing Depression, a discouraged faculty and staff, and growing pressure for physical expansion, Dr. Duncan rallied political support in the state and exploited every possible financial program of the New Deal. Before his death in 1947, the bonded indebtedness of the school was paid in full and 14 new buildings were added, including Drake Infirmary, Tichenor Hall, the Women's Quadrangle of four dormitories, the President's Home, and the west stands of Jordan-Hare Stadium, seating approximately 15,000 at the time.

The University cooperated fully with the military during World War II, training 38,506 persons through the Army Specialized Training and the Engineering Science, Management, and War Training Programs. Enlarged physical facilities and both student and faculty expansion enabled Pharmacy to achieve School status, and Dramatic Arts to become a Department. A Department of Forestry was added in the School of Agriculture. It has made notable progress and is today recognized throughout the South.

Dr. Ralph B. Draughon, the third alumnus to be so honored, was elected President in 1948 to guide API through the burgeoning post World War II years. Perhaps the best single indication of the institution's growth under President Draughon's administration can be ascertained in the number of degrees awarded. When he left office in 1965, a record of 27,457 degrees had been awarded during his Presidency as contrasted with a total of 16,304 in all the years prior to his tenure. More than 20 major buildings and dormitories were constructed under the constant pressure of a growing enrollment.

Alabama established the first state educational television network in the nation by act of the Legislature in 1953; through this medium API became a part of a continuing education program throughout the state. Educational Television would later develop closed-circuit service to the campus in 1961 and remote facilities in 1964.

Under Draughon, a number of units were formally organized to coordinate the multiple services needed by the developing institution: an Admissions Office was established in 1961; a Department of University Relations and Offices of High School Relations, Student Financial Aid, and Institutional Analysis in 1962. Two years later the Department of Archives was established to gather manuscript and University records for the writing of the history of the University and the state and shortly initiated the first graduate student archival training program in the Southeast.

Because legislative appropriations did not keep pace with growth, API and other state institutions suffered severe financial troubles in the 1950s. During the financial crisis, the Departments of Electrical and Mechanical Engineering lost accreditation in 1957, being restored to accredited status in 1961 largely through an alumni giving campaign. During this critical period, and partly under Draughon's leadership, all educational interests in Alabama developed a coordinated legislative budget, which led to substantial appropriation increases to Auburn during the 1960s.

On January 1, 1960, by act of the state Legislature in recognition of the status the institution had attained in the educational program of the state, API formally assumed the name by which it had always been known, becoming Auburn University. This new designation had been inevitable for many years since API had not only increasingly widened the scope of its traditional commitment to undergraduate education, but had also nurtured and considerably strengthened its graduate programs. Graduate education at Auburn had begun in 1872 with masters degrees being offered in both the sciences and humanities in the late 19th century; this activity was formally organized into a School in 1921 with the appointment of Dr. George Petrie as Graduate Dean. Doctoral work was initiated in 1953 in the areas of Mathematics, Animal Science, Zoology-Entomology, and Education; the first doctoral degrees were awarded in 1955, and the first PhD degree outside the sciences was awarded in 1964.

A further significant event at the close of the Draughon administration was the admission in 1964, following litigation, of Auburn's first black student; two years later, the first black student graduated, with another becoming in 1970 the University's first PhD graduate. By 1991, black students numbered 1,010 in a total enrollment of 21,836.

Dr. Harry M. Philpott, an able educator and academic administrator from the University of Florida, came to Auburn as President in 1965. He continued the building program of the previous administration and appointed a campus planner and architect to assist with long range campus construction. One of the most important new structures in Auburn's history had been completed in 1963: the Ralph Brown Draughon Library, whose size and subsequent extension of the collection, helped significantly by alumni giving, began to overcome a problem which for years had hampered the full development of the academic program. The Edmund C. Leach Nuclear Science Center was completed in 1967; Haley Center, the 10-story Arts and Sciences-Education complex, in 1969; and the 13,000-seat Auburn Memorial Coliseum the same year. In 1971 Auburn's School of Veterinary Medicine, the oldest in the South and the seventh oldest in the nation, moved into its new complex on a 200-acre site about two miles from the central campus.

Homer S. Swingle Hall, housing the institution's world renowned fresh water fisheries program, and the Telfair B. Peet Theatre were two additional structures completed in late 1972. The first wing of the Goodwin Music Complex, providing a facility for the University's band, was occupied in 1973, and the following year the Goodwin Music building was added. The Philpott Fine Arts Center was completed in late 1977 with final addition to the Goodwin Music complex and the occupation of the Ralph E. Dudley Architecture Building.

The increasing student enrollment and the growth of the University campus during the first decade of Dr. Philpott's administration produced 28 new buildings, the major renovation of 10 old buildings, and such major additions as the Wilbur Hutsell Track, nine varsity tennis courts, an indoor swimming pool, and the north stands of Jordan-Hare Stadium. The new Pharmacy Building was completed and occupied in 1976, and the historic building at the corner of College and Thach, built in the 1850s, and which served as the Player's Theatre since the 1920s, was restored and converted into a University Chapel.

President Philpott began planning for Auburn University at Montgomery (AUM) in 1967. Although legal barriers delayed the admission of a freshman class until 1969, in its first year of operation AUM was accredited by the Southern Association of Colleges and Schools. The AUM campus enrollment reached 4,700 by 1980 and 6,690 by 1992 .

Considerable administrative and academic reorganization followed Dr. Philpott's inauguration. Offices for three Vice Presidents were established in 1966, each to supervise one of the University's three missions of instruction, research, and extension. In 1969 the first complete reorganization of the undergraduate curriculum in over 50 years initiated a required liberal education program for all students in Languages and Literature, History, Natural Science, and Mathematics or Philosophy. A Division of Student Services was created. The School of Arts and Sciences absorbed the School of Chemistry and the Department of Psychology. New Departments of Geology, Geography, Journalism, Sociology and Anthropology, and Religion were formed in Arts and Sciences, and the Department of Political Science emerged from its former union with History. A new School of Business was created in 1967 and gradually assumed the position of one of the University's three largest Schools. A School of Nursing was established in 1979 and graduated its first class of 24 students in June 1981.

During the 1970s, dramatic changes within the social order and new federal legislation affected Auburn and influenced the planning and operation of its programs. Compliance with the guidelines of Title IX of the Education Amendment of 1972 led to the abolition of the traditional rules for students living on campus to prevent discrimination based on sex. The year 1976 marked the end of an era for women's programs on campus, as the Association of Women Students and all of its functions ceased and the Office of the Dean of Women became that of Student Life. Offices that served students directly were reorganized, many duties and titles were changed, and the Athletic Department was expanded to include an Assistant Director of Women's Athletics. In 1975 the Governor appointed the first woman to the Board of Trustees.

Auburn had an enrollment growth of nearly 3,000 students during President Philpott's first five years in office, and during his tenure he presented 55% of all the degrees that Auburn had awarded in its 124-year history. The number of faculty increased from 680 in 1965 to 975 in 1980, the year of Dr. Philpott's retirement. Rising state appropriations led to a 140% boost in faculty salaries, and Auburn's endowment and similar funds increased by 475% during the Philpott years. During the last two years of his administration, however, proration of state appropriations and level funding for the University seriously hampered the growth of the University.

When Dr. Philpott announced his forthcoming retirement, the Board of Trustees in 1979 began a search for his replacement. The Board split over the various candidates; and after three months of indecision, in a highly politicized atmosphere, a compromise candidate was named in April 1980: Dr. H. Hanly Funderburk, Jr., Chancellor of Auburn University at Montgomery.

Funderburk, the fourth Auburn alumnus to serve as President, came to Auburn to face a faculty that was disheartened by the politics involved in the Presidential search process, and a University that was a victim of budget cuts, criticism from the Governor, and a major financial crisis caused by a nationwide economic recession. The new President focused his attention on the institution's budget situation, initiating reductions in library support and in most other services. To meet the emergency, the

Trustees approved tuition increases in 1981 of 37.5% for in state and 58% for out of state students. A Priorities and Planning Committee was appointed by President Funderburk in 1981 to help chart the course of the University for the next five to 10 years.

President Funderburk followed through with Dr. Philpott's plan for an Auburn Generations Fund drive to raise \$60 million from alumni and friends of Auburn. By the fall of 1982 more than \$31 million had been pledged. However, the financial crisis for the institution continued. When the Governor prorated the 1982-83 education budget by 10%, most of the 11% increase that had been granted by the Legislature was lost.

Several administrative changes were made by Funderburk in 1980 and 1981; among these were the creation of an Executive Vice President position, the administrative grouping of the Schools of Agriculture, Veterinary Medicine, and Home Economics under a separate Vice President, and the merging of the Office of Dean of the Graduate School with that of the Vice President for Research.

The faculty's dissatisfaction with the Funderburk administration led to a faculty evaluation of the President in the fall of 1981 sponsored by the University Senate. This was followed by a called faculty meeting in the winter of 1982, at which a vote of confidence in the President failed to pass. These actions by the Senate and the faculty were unprecedented in the history of the University. The resignations of the Executive Vice President and the Vice President for Academic Affairs in the spring of 1982 generated more unrest among the faculty, and the University Senate established a committee to investigate the resignations. In November of 1982, a second and much stronger faculty vote of no confidence in the President's leadership took place; Dr. Funderburk resigned in February 1983, and Dr. Wilford S. Bailey, a long-time faculty member and former Vice President in the Philpott administration, was appointed as Interim President.

The 12-month Bailey Presidency was essentially devoted to a successful effort of restoring faculty and staff confidence in the University's administrative leadership while the Board of Trustees conducted a search for a permanent Presidential appointee. James E. Martin, a member of the class of 1954, and then President of the University of Arkansas, was selected and appointed as the University's fourteenth President in February 1984. The reaccreditation of the University, scheduled on the normal 10-year cycle for 1982-83, had been deferred until the institution's administrative uncertainties were resolved and until the Board of Trustees adopted a Statement of Policy. The Statement was adopted during the transitional Bailey Presidency in October 1983, and Dr. Martin's appointment led to a formal reaccreditation early in 1985.

President Martin returned the administration to a more traditional pattern, establishing an Executive Vice Presidency, confirming Vice Presidential posts in the functional areas of Academic Affairs, Research, and Extension; and creating new ones for Finance, Student Affairs, and, later, for Development. He approved also the re-designation of several of the academic "Schools" as "Colleges" in recognition of the scope and diversity of their programs. Although the spectre of financial proration would rise once more later in the Martin Presidency, his tenure began with two years of significant increases in legislative funding.

During President Martin's eight years of service, enrollment rose by 15.6%, and the University witnessed one of the most dramatic increases in physical facilities in its history, much of this made possible by a combination of bond issues and private gifts. Buildings completed during this period include the John Overton auditorium and Joy Goodwin Rudd Center for the College of Veterinary Medicine; the John Harbert Engineering Center; a new facility for all ROTC units named for long-time Trustee William F. Nichols; and a University hotel together with the University conference center. In 1992 a new building for Aerospace and Mechanical Engineering and one for the College of Business were near completion and one for Departments in the Life Sciences is underway.

During the Bailey administration, the Board of Trustees had placed the renovation and extension of the Draughon Library at the top of the building priority list, and this major landmark in the development of the University's academic programs was completed in 1991 at a cost of \$21.2 million. The Library's admission to membership in the American Association of Research Libraries occurred in 1991, bringing to completion some 15 years of planning by the University administration and Library faculty.

The history of alumni and foundation gifts to endow salary supplements for attracting and retaining outstanding faculty had begun in 1964. Under the Martin administration, a significant new level of support in this area was initiated by the Eminent Scholar Program, a coalition of legislative and private funding sufficient to provide a complete faculty position appropriate for the attraction to Auburn of a major scholar whose reputation and research activity would considerably enhance the graduate program. By 1992 seven Eminent Scholars had been appointed with private funding established for two more. The latter years of the Martin Presidency were marred by unfortunate regional and national publicity concerning problems of administrative leadership in the University's Alumni and Development programs, alleged improprieties in the conducting of intercollegiate athletics, and a University Senate censure of the President regarding actions that led to the denial of tenure for a distinguished though controversial candidate for an Eminent Scholar position.

President Martin announced his forthcoming retirement from office in 1991, and William V. Muse, President of the University of Akron, was subsequently selected and appointed in March of 1992 as Auburn's fifteenth President. As the Muse Presidency began, Auburn remained essentially an undergraduate institution, with 87% of its almost 22,000 students enrolled at that level. However, in addition to its traditional commitment to that responsibility, the University could also take pride in a widely respected public service activity and in the highly competitive and truly distinctive research accomplishments of faculty throughout the institution, accomplishments more often than not achieved in spite of inadequate financial support and heavy teaching responsibilities. As Auburn entered in 1992-93 its 136th academic year, there was no indication that its future history would see a resolution of the traditional burden the institution had carried since the little Methodist college opened its doors in what is still the small community of Auburn: the disparity between its material resources and its own high vision of its educational mission. The University's future possibilities would continue to lie in the strength and commitment of its human resources: its faculty, its students, its alumni and friends.

Auburn University: 1992 to the Present

The decade leading up to the current Self Study began with promise under a new Presidential administration. That promise was partially fulfilled by notable accomplishments in institutional programs of instruction, research, and outreach; by additions to the University's infrastructure; and by improvements in its planning and evaluation processes. On the other hand, the decade was also marked by the traditional problem of inadequate funding, by unfortunate internal tensions over University governance, and by sometimes strained relationships between the Board of Trustees and the Alumni Association.

As throughout its history, a principal strength of the University—and the source of its remarkable alumni loyalty and devotion—continued to reside in its undergraduate program of instruction. A mark of this strength emerged in an October 1997 notation in *Forbes Magazine* that Auburn produced more CEOs for the nation's best small companies than any other college or university in the South. ACT scores for new freshmen, already the highest in the state and easily competitive with those of peer institutions, gradually increased; and throughout the period the University was accorded significant ranking by respected national magazines that rated institutions on the relationships among quality of instruction, efficient use of financial resources, and tuition costs. Such terms as "elite value" and one of "100 best buys in American higher education," however, while demonstrating unquestioned faculty and student distinctions, also indicated that the University was sustaining its quality ratings with tuition costs and per student expenditures significantly below those of peer institutions.

In 1995, when total enrollment stood at 22,122 students, a 7.5% reduction in state appropriations resulted in an immediate faculty-staff hiring freeze, a movement toward tightening Alabama student residency requirements, and a temporary reduction in freshmen enrollment. Enrollment hovered below 22,000 students for the next three years. However, by 1999 an enrollment of 22,120 students was again recorded, including a 6.8% increase in minority enrollment, back to the level of four years earlier, and today's enrollment is even higher—a demonstration in part of how difficult it can be to severely constrain enrollment, given Auburn's reputation for quality, environmental attractiveness,

loyal and sizeable alumni population, and supply of potential students who meet or, more likely, exceed published entrance requirements.

Despite enrollment pressures, the University has passed several academic milestones in the last decade. In 1996 the Board of Trustees authorized a change in the academic calendar from the Quarter to the Semester System. Successfully implemented in Fall Semester 2000, this transition renovated the entire graduate-undergraduate curriculum. In 1998, the University's growing Honors Program was elevated to the College level. Research contract and grant funds significantly increased during the decade and, as noted in the previous Self Study, the graduate faculty and their students, despite severe limitations in scientific equipment and instrumentation and heavy teaching responsibilities, continued to maintain a superb level in both grant-based research and scholarly publication. The University's academic reputation was notably enhanced by the establishment in 2001 of a chapter of Phi Beta Kappa, the nation's oldest national honor society, this being the result of 30 years of patient, arduous work by members of Phi Beta Kappa on the Auburn faculty and in the surrounding community. Two additional programs—these combining outreach and instruction—have received national praise. First of these is the School of Architecture's "Rural Design Studio," established in 1993 with assistance from the Kellogg Foundation. Here faculty and students design housing for low-income residents with ingenious use of innovative structural materials. The Studio's success led to the award to the Studio's director of a prestigious MacArthur Fellowship in 2000. Second is the Southeastern Raptor Rehabilitation Center for the care and restoration of injured birds of prey; housed in the College of Veterinary Medicine, this Center was expanded in 1997, with \$1.8 million in private funds.

Alterations and additions to the physical scene of the campus ranged from the completion and dedication in 1992 of the Lowder Business Building and the beginning of construction in 1999 of the 26,000-square-foot Jule Collins Smith Museum of Art, initiated by private funding, to the implanting of thousands of spaced bollards to protect campus grounds from vehicles, especially after home football games. In 1997, to alleviate severe parking problems, a student bus system (Tiger Transit) began to serve the campus and student residential communities, with an estimated 4,000 student riders per day. Other construction projects begun or completed during the last decade include the Aerospace Engineering Building (1992), the Rouse Life Sciences Building (1994), Hill Dormitory L and Hill Dormitory M for women (1994), a student teaching laboratory (1994) and the Large Animal Isolation Facility (1996) in the College of Veterinary Medicine, and the Linear Accelerator Laboratory (1997). Currently under construction and nearing completion (2002) are the Poultry Science Building and the Veterinary Medicine Large Animal Teaching Hospital. Major athletic facilities added or substantially enhanced during the past 10 years are the Martin Aquatics Center (1993), the Plainsman Park and Hitchcock Field for baseball (1996), the McWhorter Center for Women's Athletics (1997), and the Tatum Strengthening and Conditioning Center (2001).

Since 1992, the University has also made improvements in its routine planning and evaluation processes. In 1993, President Muse convened a broad-based University Budget Advisory Committee to assist in the development of annual budget recommendations. In 1994, the Office of Assessment and Quality Improvement was created to stimulate a variety of institutional effectiveness activities. In 2000, the cumbersome process of assembling and interpreting Department- and College- level Comprehensive Plans and reports was greatly eased by the launching of the web-based Auburn University Comprehensive University Planning System (AUCUPS).

Longer-range planning and evaluation activities during the past decade were conducted under the auspices of two special commissions, each of which undertook to reevaluate the University's activities in light of its reputation, mission, and financial constraints. Appointed at the request of President Muse in 1992 and active until 1997, the broad-based 21st Century Commission stated as its purpose "to make Auburn University more competitive with peer institutions in the Southeast." This commission developed the broad institutional plan, approved by the Board of Trustees in March of 1997, that continues to guide the University's strategic thinking today. Board concerns about the possible need for restructuring led to the creation in 1998 of a new Commission on the Role of Auburn University in the 21st Century, half of whose members were Trustees. Considerable controversy on campus occurred about the need or role for such a Commission, which, in the end made only limited changes in the strategic plans established by the earlier Commission.

One prominent feature of the plan proposed by the 21st Century Commission was the reallocation of resources to high-priority programs and needs. The Commission proposed that certain programs be identified for special enhancement so that, in the President's words, we can "concentrate our efforts in areas central to Auburn University's mission and in fields—what I would describe as 'Peaks of Excellence'—where our performance can be of highest quality." By 1998 the designated areas, based mostly in engineering and the natural sciences, were Cellular and Molecular Biosciences, Fisheries and Aquaculture, Forest Sustainability, Information Technology, Detection and Food Safety, and Transportation. An additional Peak program emphasizing Poultry Products Safety and Quality was added later.

Naturally, the identification of high-priority programs and needs meant that other programs underwent less welcome changes, and, owing largely to a program viability act passed by the Alabama Legislature, a few degree programs were eliminated altogether. In 1998, some 40 small degree programs were identified as "non-viable," as defined by the law. After consideration by a faculty-led Program Review Committee, the President, and the Board of Trustees, a few degree programs were eliminated, many others merged with more viable degree programs. The next year the same review process was applied to a much smaller number of internally defined low-priority degree programs. The proposal that certain programs be eliminated caused both internal and external controversy. Among the most controversial proposals was the closing of baccalaureate degrees in Aviation Management, housed in the College of Engineering. Following an intense campaign against the move by program alumni, these degrees were moved to the College of Business. Also controversial was the proposed closure of the PhD program option in Economics, part of an interdepartmental doctoral program shared by the Colleges of Agriculture and Business and the School of Forestry and Wildlife Sciences. The well-regarded Economics doctoral program, which had been identified by the Dean of the College of Business as a lower priority than that College's other degree programs, was eliminated by the Board of Trustees against the recommendation of the Program Review Committee and the President. At about the same time, but with the full concurrence of the President, the Department of Journalism was merged administratively with the Department of Communication. The program in Journalism had gained full professional accreditation in 1995 and did not lose that accreditation after the administrative merger. Nevertheless, some faculty members and program alumni viewed this change with alarm.

While program review and resource reallocation captured attention, there were also attempts to address some of the University's perennial funding problems by increasing revenues. In 1993 the University initiated "Campaign Auburn," a fund-raising program with a \$175 million goal designed to increase private funding for capital improvements, faculty development, and, especially, to support a large increase in student scholarships where Auburn lagged well behind its peer institutions. By 1996 the Campaign had reached its goal although the sharp reduction in 1995 in state appropriations, mentioned above, partially eroded these gains. In 1995-96, another plan designed to shore up fiscal resources was an "incentive retirement" program, which offered certain attractive retirement benefits to senior faculty, with the eventual salary savings to be reallocated, especially in selective replacement by younger probationary or temporary faculty hired at lower costs. A further devastating proration of the state education budget was announced in January of 2001, which led the Board of Trustees to authorize the most significant increase in student tuition for several decades, this to be effective Fall Semester 2002, with most of the increase devoted to improvement of faculty salaries.

During the last decade, several significant changes occurred in the University's governing board and central administration, some of which led to highly publicized controversy both inside and outside the University over such issues as the proper exercise of authority in academics, athletics, and alumni association policies or the ethical constraints that reasonably and legally should guide the behavior of individual Board members.

In academics, significant structural changes included the creation in 1993 of the Office of the Provost, as well as a newly defined position of Executive Vice President, this to have responsibility for all institutional fiscal affairs. Several positions of Associate Provost followed shortly thereafter. In 1999, the earlier position of Executive Director for Minority Advancement was redefined as Assistant Provost for Multicultural Affairs, and the Office of Multicultural Affairs was opened. Among the most important personnel changes in the central administration was one that did not happen: In December

1996, President Muse, with much praise, withdrew as a finalist for the Presidency at the University of Minnesota, and in an unprecedented arrangement he was offered and accepted a five-year contract to remain in office at Auburn.

In athletics, perhaps the most startling change occurred in October 1998, with the mid-season resignation of Head Football Coach Terry Bowden, who had been appointed in 1993. Bowden initially alleged that he had been threatened with termination at the end of that season by an individual Board member, but he has not since clarified that allegation. Bowden was replaced by an Interim Head Coach, and, after a national search, the permanent position was offered to and accepted by Tommy Tuberville.

In alumni affairs, the most notable change was the appointment in 1995 of Betty DeMent as Vice President for Alumni and Development, following earlier alleged improprieties in that office. Within a few years, however, areas of strong disagreement emerged between the Board of Trustees and the Alumni Association's directors. These disagreements may have influenced the separation of "alumni affairs" and "development," with Ms DeMent holding the former position and, in 2002 following a search, a new Vice President for Development being appointed to supervise the latter function. However, this administrative restructuring was recommended both by external consultants and by the University's Interim President.

For many observers the University's history in the last 10 years has been dimmed by the contentious relationship between the Board of Trustees and other University constituencies, played out against a background of the state's politics. This contention may have had at least one of its several beginnings in 1995. In that year the Governor of Alabama proposed the names of three potential Trustees to replace those whose terms had expired. The Alabama State Senate acted to approve only one of these nominees, however, thus extending the tenure for the other two sitting Trustees whom the Governor had proposed to replace. In 1999, a new Governor nominated these two for new terms. The Senate quickly approved these nominations, giving rise to widespread but unproven speculation that the two seats had been awarded by the new Governor in return for earlier political contributions by the nominees. Two years later, the same Governor nominated two additional Trustees to new seats opened by an amendment to the state's Constitution. The names proposed by the Governor disappointed supporters of candidates who had been prominently mentioned as likely nominees.

On February 4, 2001, the Board of Trustees met in special session after learning that President Muse would be taking a similar position at another university in August and just after the Governor announced a 7.5% proration of the current year's education budget. At that meeting, citing the need for a "full-time" President to face the pending budgetary crisis, the Board of Trustees unexpectedly reassigned Dr. Muse to the position of Special Counsel and named Provost William F. Walker as Interim President. Within weeks, votes of "no confidence" in the Board were passed by several faculty, staff, student, and alumni organizations. In March, the University Faculty passed such a resolution and called for the formation of a Joint Assessment Committee (JAC) to organize an external assessment of the governing board's activities, particularly in relation to the Commission on College's *Criteria for Accreditation*. Having decided that SACS itself was the most desirable external agency to conduct such an assessment, in April 2001 the JAC filed a letter of complaint with SACS, citing 10 possible violations of accreditation criteria. (One of these – an allegation that the Board had violated the state's open meetings law, separately became the subject of a suit in Alabama District Court, which ruled for the plaintiffs; the Board has appealed this ruling to the Alabama Supreme Court.) When SACS appeared ready to appoint a special visiting team to investigate these 10 allegations, the University filed suit in Federal Court in Atlanta, seeking to assure that such an investigation would involve due process and would be limited to matters that are within the purview of the SACS *Criteria*. The Court issued its ruling in this matter on January 16, 2002. As of August 16, 2002, the JAC's letter of complaint was still pending.

In April 2001, soon after the removal of President Muse, the Board initiated plans to conduct a search for a new President. The University Senate opposed this action, pending the assessment of the Board's actions requested by the JAC. The Board agreed to defer the search, and Dr. Walker agreed to continue as Interim President. After 16 months, however, advised that having an Interim President would significantly diminish the effectiveness of a proposed capital campaign, members of the Board began

to explore with members of the University community the possibility of naming Dr. Walker as President in his own right. Although the University Senate advised against this step, Walker was named Auburn University's sixteenth President on June 3, 2002, with the understanding that a national search for the Presidency would commence within three years. Through an administrative ratchet effect, while the Provost was serving as Interim President, a number of other key positions at the level of Dean and Department Head and Chair were also filled in an acting or interim capacity. Pending the selection of a full-time Provost, most of these positions are likely to remain somewhat unsettled.

As the end of the year 2002 nears and the University looks forward to the visit of its SACS Reaffirmation Team in April 2003, two principal issues remain unresolved. These two issues are, first, the selection under yet another Governor but through a significantly altered process of three Trustees for new seven-year terms and, second, the disposition of the Joint Assessment Committee's complaint. If these can be resolved, the harmony necessary for Auburn to pursue its mission of human and public service with the same distinction implicit in its 146 year history can reemerge.

Reaffirmation of Accreditation: 2003

Auburn University received a letter on April 27, 2000, from Dr. James T. Rogers, Executive Director of the Commission on Colleges, notifying the University to begin organizing its Institutional Self Study Program in preparation for a reaccreditation visit in 2003. Auburn University chose at that point not to request participation in an alternative self study process. Therefore, the University has performed its Institutional Self Study under the guidelines of the standard reaccreditation process.

On October 1, 2000, Dr. William F. Walker, then Provost and Vice President for Academic Affairs, announced the appointment of Dr. Eugène J. Clothiaux, Professor of Physics, and Dr. Linda S. Glaze, Associate Professor of Foreign Languages and Literatures and Assistant Provost for Academic Affairs, as the Co-Directors of the Reaffirmation of Accreditation process for Auburn University. Dr. Clothiaux was designated as the Chair of the Self Study Committee.

On December 11, 2000, the University received a letter from Dr. Gerald D. Lord, Associate Executive Director of the Commission on Colleges, requesting a date for his visit to Auburn University to meet with the Institutional Self Study Steering Committee. This meeting was held in April 2001. Subsequently, a letter was received from Dr. James T. Rogers on June 5, 2002, assigning Dr. G. Jack Allen, an Associate Executive Director, as the new Commission staff representative for Auburn University.

Seven Self Study Committees were formed to study and determine the compliance by Auburn University with each of the **must** statements of the 1998 *Criteria for Accreditation* by the Commission on Colleges. The Chair of each Committee was also appointed to the Steering Committee of the Institutional Self Study. These Committees consisted of members of the University faculty, some members from the administration, and members of both the undergraduate and the graduate student bodies. The list of the committees and their members is given below.

SACS Steering Committee for the Self Study

Chair: Dr. Eugène J. Clothiaux, Co-Director of SACS Reaffirmation, and Professor of Physics

Dr. Linda S. Glaze, Co-Director of SACS Reaffirmation, Assistant Provost for Academic Affairs, and Associate Professor of Foreign Languages and Literatures

Dr. David Edwin Harrell, Chair, Institutional Purpose Committee, and Breeden Eminent Scholar of the Humanities

Dr. Mary K. Boudreaux, Chair, Institutional Effectiveness Committee, and Associate Professor of Pathobiology

Dr. L. Bruce Gladden, Chair, Educational Programs Committee, and Alumni Professor and Humana-Germany-Sherman Distinguished Professor of Health and Human Performance

Dr. Larry G. Gerber, Chair, Faculty Committee, and Associate Professor of History

Dr. Ralph H. Zee, Chair, Educational Support Services Committee, and Alumni Professor of Mechanical Engineering
Ms Yvonne L. Kozlowski, Chair, Intercollegiate Athletics Committee, and Librarian III, Veterinary Medicine Library
Dr. C. Wayne Alderman, Chair, Administrative Services Committee, and Torchmark Professor of Accounting
Mr. G. Sam Lowther, Executive Director, Planning and Analysis
Mr. William C. Wade, Acting Associate Executive Director, Office of Information Technology
Dr. Isabelle Thompson, Editor, SACS Self Study, and Professor of English
Mr. Earlon McWhorter, Member, Auburn University Board of Trustees

Institutional Purpose Committee

Chair: Dr. David Edwin Harrell, Breeden Eminent Scholar of the Humanities
Dr. Stella A. Bentley, Former Dean of Libraries
Dr. Sushil H. Bhavnani, Associate Professor of Mechanical Engineering
Dr. Cindy J. Brunner, Associate Professor of Pathobiology
Dr. Raj P. Mohan, Professor of Sociology and Editor, *Journal of Contemporary Sociology*
Dr. Chris Rodger, Professor of Discrete and Statistical Sciences
Dr. Philip B. Shevlin, Mosley Professor of Sciences and Chemistry
Dr. G. Dennis Wilson, W.T. Smith Distinguished Professor of Health and Human Performance

Institutional Effectiveness Committee

Chair: Dr. Mary K. Boudreaux, Associate Professor of Pathobiology
Mr. Glenn A. Anderson, Assistant Dean and Librarian III, Draughon Library
Dr. Diane E. Beck, Professor of Clinical Pharmacy
Mr. Richard E. Britnell, Associate Professor of Industrial Design
Dr. Joseph A. Buckhalt, Professor of Counseling and Counseling Psychology
Dr. William E. Hardy, Jr., Interim Associate Dean of Agriculture, and Professor of Agricultural Economics and Rural Sociology
Dr. Bruce R. Lewis, Adviser, Executive Vice-President's Office
Dr. Philip M. Lewis, Professor of Psychology
Dr. Nels H. Madsen, Associate Dean of Engineering and Professor of Mechanical Engineering
Dr. T.Y. Tam, Professor of Mathematics
Dr. Roger Wolters, Associate Professor of Management
Mr. David N. Hodge, Graduate Student

Educational Programs Committee

Chair: Dr. L. Bruce Gladden, Alumni Professor and Humana-Germany-Sherman Distinguished Professor of Health and Human Performance

Dr. Kelly D. Alley, Associate Professor of Sociology

Dr. Michael J. Bozack, Associate Professor of Physics

Dr. J. Wayne Brewer, Professor of Entomology and Plant Pathology

Dr. Arthur H. Chappelka III, Professor of Forestry

Dr. Stephen L. Gresham, Professor of English

Dr. Robert Steve Gross, Associate Professor of Aerospace Engineering

Dr. Elizabeth A. Guertal, Alumni Associate Professor of Agronomy and Soils

Dr. Barbara W. Kempainen, Professor of Anatomy, Physiology and Pharmacology

Ms Kimberly A. Kuerten, Director of Executive MBA Program and Assistant Director of MBA Program

Dr. Tom L. Martinson, Professor of Geography

Dr. Becky A. Liddle, Associate Professor of Counseling and Counseling Psychology

Dr. Sharon R. Roberts, Associate Professor of Biological Sciences

Dr. David M. Shannon, Professor of Educational Foundations, Leadership and Technology

Ms Lisa Taylor, Graduate Student

Ms Leslie Ann McCall, Undergraduate Student

Faculty Committee

Chair: Dr. Larry G. Gerber, Associate Professor of History

Dr. Daniel D. Bennett, Jr., Dean, College of Architecture

Ms Barbara A. Bishop, Librarian III, RBD Library

Dr. George W. Crandell, Professor and Head of English

Dr. Jeffrey W. Fergus, Associate Professor of Mechanical Engineering

Dr. Gary F. Gruenhage, Professor of Mathematics

Dr. Joseph J. Molnar, Professor of Agriculture Economics and Rural Sociology

Mr. Melvin K. Smith, Program Advisor II, Student Success Center

Dr. Jean Weese, Associate Professor of Nutrition and Food Science

Dr. Bonnie J. White, Professor of Curriculum and Teaching

Ms Amy Foster, Graduate Student

Ms Lucy M. Remmert, Undergraduate Student

Educational Support Services Committee

Chair: Dr. Ralph H. Zee, Alumni Professor of Mechanical Engineering

Dr. Dale A. Coleman, Associate Professor of Animal Sciences

Dr. James R. Hansen, Professor of History

Dr. W. Eugene Hill, Professor of Chemistry

Dr. Yun-Hwa Peggy Hsieh, Associate Professor of Nutrition and Food Science

Dr. Ralph A. Henderson, Jr., Lowder Distinguished Professor of Small Animal Surgery and Medicine

Mr. Tin-Man Lau, Professor of Industrial Design

Dr. Judith V. Lechner, Associate Professor of Educational Foundations, Leadership and Technology
Mr. Virgil Starks, Associate Athletic Director for Academic Services
Dr. Charlotte D. Sutton, Associate Professor of Management
Mr. Michael Witthoeft, Graduate Student
Ms Ellen Knight, Undergraduate Student

Intercollegiate Athletics Committee

Chair: Ms Yvonne L. Kozlowski, Librarian III, Veterinary Medicine
Ms Shawn C. Asmuth, Director, Accounts Payable
Dr. C. Randall Clark, Professor of Pharmacal Sciences
Dr. John E. Cochran, Jr., Professor and Head Aerospace Engineering
Ms Betty J. Fendley, Associate Dean of Architecture
Dr. Gerard S. Gryski, Professor of Political Science
Dr. Stewart W. Schneller, Dean of Sciences and Mathematics and Professor of Chemistry
Dr. Holly A. Stadler, Professor and Head of Counseling and Counseling Psychology
Ms Kaye G. Storey, Director, Student Financial Aid (Veterinary Medicine)
Dr. Barbara F. Wilder, Associate Professor of Nursing
Ex Officio: Mr. David E. Housel, Athletic Director (Alternate, J. Jacob)

Administrative Services Committee

Chair: Dr. C. Wayne Alderman, Torchmark Professor of Accounting
Dr. Susan H. Bannon, Director, Learning Resources Center
Dr. Byron L. Blagburn, Distinguish University Professor of Pathobiology
Dr. Larry L. Colquitt, Jr., Associate Professor of Finance
Mr. Bill G. Felkey, Associate Professor of Pharmacy Care Systems
Dr. Harriet W. Giles, Director of External Relations, Human Sciences
Dr. Norman H. Godwin, Associate Professor of Accounting
Dr. Joseph A. Kicklighter, Professor of History
Dr. John C. Mouton, Wilborn Professor of Building Sciences
Dr. Robert M. Nelms, Professor of Electrical and Computer Engineering
Dr. Lane D. Sauser, Director, Business/Finance, College of Agriculture-AAES
Dr. Jeffrey L. Sibley, Associate Professor of Horticulture
Dr. Charlotte A. Skelton, Professor of Nursing
Dr. Jeffrey C. Suhling, Professor of Mechanical Engineering
Mr. Robert Terry Windle, Associate Athletic Director
Ms Kenrett Jefferson, Graduate Student
Mr. S. Timothy Patton, Undergraduate Student
Ex Officio: Dr. Christine Curtis, Associate Provost for Facilities and Professor of Chemical Engineering

With this organizational structure the self study commenced with the beginning of the fall semester of 2001 and continued into the summer of 2002. The committees were charged to determine the present state of the institution, and all of the committee reports cover the period up to August 15, 2002. All of the reports of the principal committees were reviewed by the Steering Committee. The first draft report on the self study was completed on September 23, 2002, and a copy was initially placed on the Web behind a firewall, but accessible by all members of the University community, namely, the faculty, the student body, the administrative and professional employees, the staff, and the Board of Trustees. All groups were given 30 days to read and comment on the substance of the report. Difficulties with accessing the report behind the firewall led to placing the Self Study Report in an open URL.

At the end of this period, the comments submitted were reviewed by the Steering Committee. A final report was assembled and sent to the printers in mid-December. The intent was to send a copy of the report, along with a copy on CD disk, to the Commission on Colleges not later than January 15, 2003. All of the recommendations and suggestions will be reviewed by the Fix-It Committee, consisting of the President, Provost, Executive Vice President and the two Co-Directors of the SACS Self Study. The disposition of each recommendation and suggestion is to be included in the addendum (or follow-up report) to be sent to the members of the SACS Visiting Team prior to their visit to the campus.

The addendum, or follow-up report, will include the update on institutional assessment, both the learning assessment and the administrative assessment. It will also include the disposition by the University of the recommendations and suggestions cited in the Self Study Report.

Finally, the Steering Committee did the yeoman's work on reviewing and assembling the Self Study Report. The results presented herein represent the position of the majority of the Committee members, but the decisions were not unanimous.

Sources of Information

Documents

Joint Assessment Committee Complaint, April 2001

Letter from James Rogers to William Muse, April 27, 2000

Letter from James Rogers to William Walker, June 5, 2002

Websites

Report of the 21st Century Commission

http://www.ag.auburn.edu/commission/41398/21_recommendations/

Ruling of J. Owen Forrester, United States District Judge

<http://www.univrel.auburn.edu/courtruling.html>