



AUBURN UNIVERSITY

OFFICE OF THE PRESIDENT

November 8, 2016

MEMORANDUM TO: Board of Trustees

SUBJECT: November 17-18, 2016, Board of Trustees Workshop and Meeting

Enclosed are materials that comprise the proposed agenda for the Thursday, November 17, 2016 workshop and the Friday, November 18, 2016 meeting of the Board of Trustees. Listed below is the tentative schedule; times and locations that are subject to adjustment, depending on length of individual meetings.

Thursday, November 17, 2016

2:00 p.m. Workshop (**President's Office Board Room, 107 Samford Hall**)

Friday, November 18, 2016 (Ballroom B, AU Hotel)

8:30 a.m. Joint Committee Meeting/Agriculture and Natural Resources and Property and Facilities
9:00 a.m. Academic Affairs Committee
9:15 a.m. Institutional Advancement (Development and AU Foundation) Committee
9:30 a.m. Audit and Compliance Committee
9:45 a.m. Executive Committee
9:50 a.m. Trustee Reports
10:00 a.m. Regular Meeting of the Board of Trustees (**Ballroom B, AU Hotel**)

(Proposed Executive Session – Meeting Room A, AU Hotel)

10:30 a.m. Reconvened Meeting of the Board of Trustees (**Ballroom B, AU Hotel**)

11:00 a.m. Brunch (Ballroom A, Right, AU Hotel)

We appreciate all that you do for Auburn University and look forward to seeing you on Thursday, November 17, 2016 and Friday, November 18, 2016. Please call me, if you have questions regarding the agenda. Also, please let Grant Davis, Sherri Williams, or me know if you need assistance with travel and/or lodging arrangements.

Sincerely,



Jay Gogue
President

JG/smw

Enclosure

c: President's Cabinet (w/encl.)

Mr. Grant Davis (w/encl.)

107 Samford Hall, Auburn, AL 36849-5113; Telephone: 334-844-4650; Fax: 334-844-6179

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**SCHEDULE & AGENDA
AUBURN UNIVERSITY BOARD OF TRUSTEES
NOVEMBER 17-18, 2016
AUBURN UNIVERSITY MAIN CAMPUS**

THURSDAY, NOVEMBER 17, 2016

- I. 2:00 p.m. - Workshop (President's Office Board Room, 107 Samford Hall)

FRIDAY, NOVEMBER 18, 2016

- I. Meetings (Ballroom B, AU Hotel)

(Meetings will begin at 8:30 a.m. - - all other meetings are subject to change in starting time, depending upon the length of individual meetings.)

- A. Joint Committee Meeting/Agriculture and Natural Resources and Property and Facilities/Chairpersons Roberts and Sanford/8:30 a.m.

Project Approvals:

1. Public Safety Building Expansion, Final Project Approval (Dan King/Chance Corbett)
2. Jordan-Hare Stadium North Main Concourse Widening, Final Project Approval (Dan King/Jay Jacobs)
3. New Student Housing, Approval of Project Architect Selection (Dan King/Tim Boosinger/Bob Ritenbaugh)
4. Bailey Small Animal Teaching Hospital Basement Build-Out, Approval of Project Initiation and Project Architect Selection (Dan King/Calvin Johnson)

Approval of Real Estate Transactions:

5. Authority to Modify Harvest and Timber Sale Plans for Auburn University Forest Lands (**Joint Committee Item**) (Dan King/Mark Stirling)
6. Authority to Convert Forested Land to Pasture at the North Auburn Campus (**Joint Committee Item**) (Dan King/Janaki Alavalapati)

Informational Reports:

7. Status Updates: For Information Only
 - a. Current Status of New Construction/Renovation/Infrastructure Projects with Budgets of \$1,000,000 and Greater
 - b. Quarterly Report for Projects Costing More than \$500,000 but Less than \$1,000,000 –3rd QTR Fiscal Year 2016
 - c. Project Status Report

B. Academic Affairs Committee/Chairperson Newton/9:00 a.m.

1. Proposed Pre-Professional Option in the Master of Science in Biological Sciences (Non-Thesis) (Tim Boosinger/Nicholas Giordano)
2. Proposed Master of Engineering Management (Tim Boosinger/Chris Roberts)
3. Proposed Master of Science Degree in Architecture (Tim Boosinger/Vini Nathan)
4. Proposed Revisions to the Doctor of Pharmacy Curriculum (Tim Boosinger/Lee Evans)
5. Introduction of Jim O'Connor, Auburn's new Chief Information Officer (Tim Boosinger)

C. Institutional Advancement Committee/Chairperson Smith/9:15 a.m.

1. Auburn University Endowment Portfolio Update (Don Large/Jane Parker)

D. Audit and Compliance Committee/Chairperson Dumas/9:30 a.m.

1. Revisions to Internal Auditing Department Charter (Don Large/Lee Armstrong)

E. Executive Committee/Chairperson DeMaioribus/9:45 a.m.

1. Proposed Addition to the University Mission Statement (Tim Boosinger)
2. Confirmation of a Board Member to the Trustee Selection Committee (Mike DeMaioribus)
3. Proposed Awards and Namings (Mike DeMaioribus)

F. Trustee Reports/9:50 a.m.

1. Academic Affairs/Sarah Newton, Chair
2. Agricultural and Natural Resources/Jimmy Sanford, Chair
3. Audit and Compliance/Bob Dumas, Chair
4. AUM Committee/Clark Sahlie, Chair
5. Executive Committee/Mike DeMaioribus, Chair
6. Finance/Raymond Harbert, Chair
7. Governmental Affairs/Jimmy Rane, Chair
8. Institutional Advancement (Development and AU Foundation)/Wayne Smith, Chair
9. Property and Facilities /B.T. Roberts, Chair

10. Research and Technology (Economic Development)/Mr. Jim Pratt, Chair
11. Student Affairs/ Elizabeth Huntley, Chair
12. Alumni/Clark Sahlie, Lead Trustee
13. Athletics/Gaines Lanier, Lead Trustee
14. Legal/Ms. Elizabeth Huntley, Lead Trustee

II. REGULAR MEETING OF THE BOARD OF TRUSTEES/10:00 A.M.
(Ballroom B, AU Hotel)

(Proposed Executive Session – Meeting Room A, AU Hotel)

III. RECONVENED MEETING OF THE BOARD OF TRUSTEES/10:30 A.M.
(Ballroom B, AU Hotel)

(Agenda items are determined primarily based upon committee actions.)

11:00 A.M. - Brunch (Ballroom A, Right, AU Hotel)

RESOLUTION

APPROVAL OF MINUTES

WHEREAS, copies of the minutes of the Reconvened Meeting on Friday, September 16, 2016 have been distributed to all members of this Board of Trustees for review.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees that the minutes of its Friday, September 16, 2016, meeting are hereby approved as distributed.

RESOLUTION

AWARDING OF DEGREES

WHEREAS, Auburn University confers appropriate degrees upon those individuals who have completed requirements previously approved by this Board of Trustees and stated in University Catalogs.

NOW, THEREFORE, BE IT RESOLVED as follows:

1. That all degrees to be awarded by the faculty of Auburn University and Auburn University at Montgomery at the end of Fall Semester 2016, complying with the requirements heretofore established by the Board of Trustees, be and the same are hereby approved.
2. That a list of the degrees awarded be filed in the Book of Exhibits and made a part of this resolution and of these minutes.

PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

PUBLIC SAFETY BUILDING EXPANSION

FINAL PROJECT APPROVAL

WHEREAS, at its meeting of February 5, 2016, the Board of Trustees approved the initiation of the Public Safety Building Expansion project, and at its meeting on April 8, 2016, the Board of Trustees approved the project architect selection; and

WHEREAS, in keeping with the University's ongoing commitment to campus safety, the Public Safety Building Expansion project will create the space needed to increase the on-campus presence of City of Auburn Police and improve our emergency operations capability; and

WHEREAS, the estimated total project cost for the Public Safety Building Expansion project is \$4.8 million, to be financed by University General Funds.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the Public Safety Building Expansion project is approved and that Jay Gogue, President, or such other person as may be acting as President, be and the same is hereby authorized and empowered to:

1. Establish a budget for the Public Safety Building Expansion project in the amount of \$4.8 million, to be financed by University General Funds.
2. Direct the consultants to complete the required plans for the project.
3. Solicit bids and award a contract for construction conditioned upon the lowest responsible and responsive bid being consistent with the project budget.



FACILITIES MANAGEMENT
M E M O R A N D U M

TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
PUBLIC SAFETY BUILDING EXPANSION: FINAL PROJECT APPROVAL
DATE: NOVEMBER 7, 2016

This memorandum requests the following proposal be presented to the Board of Trustees through the Property and Facilities Committee and included on the agenda at the meeting scheduled for November 18, 2016.

Proposal:

Consistent with standing policy, it is proposed that the Public Safety Building Expansion project be presented to the Board of Trustees through the Property and Facilities Committee for consideration of a resolution that provides final approval of the project. If approved, the resolution would authorize the President to direct Auburn University Facilities Management to complete the project design, solicit bids, and award a contract for construction.

Review and Consultation:

As part of the University's ongoing commitment to campus safety, the Public Safety Building Expansion project will create the space needed to increase the on-campus presence of City of Auburn Police and improve our emergency operations capability.

At its meeting on February 5, 2016, the Board of Trustees adopted a resolution that approved the project initiation, and at its meeting on April 8, 2016 the Board of Trustees adopted a resolution that approved the architect selection for the Public Safety Building Expansion project.

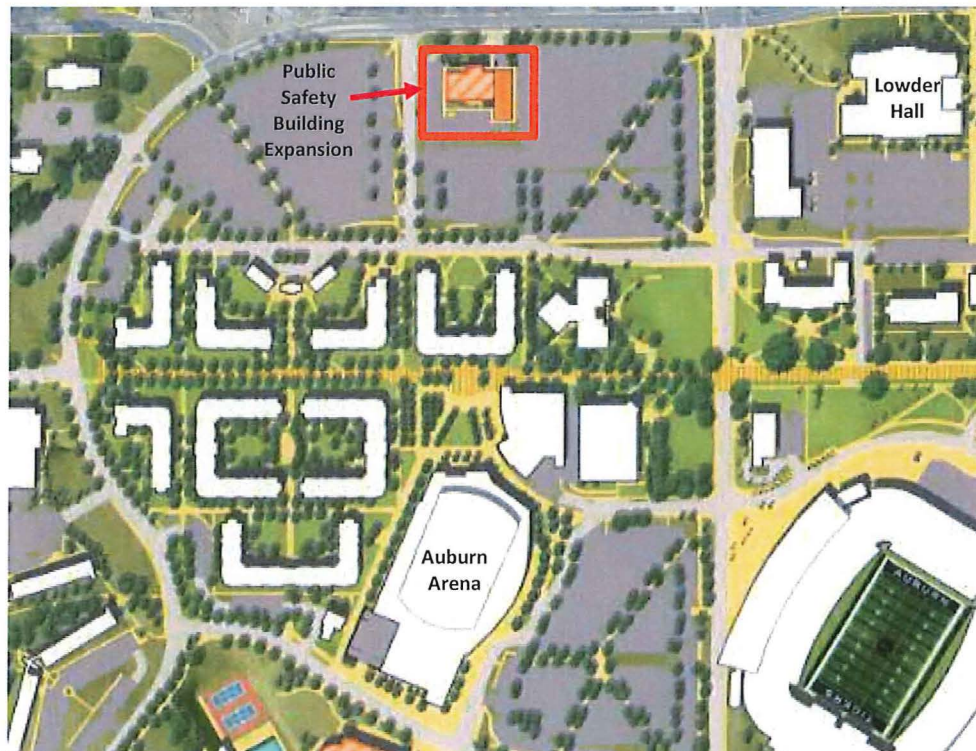
Since that time, the project team has completed the schematic design for the Public Safety Building Expansion project. The project details are provided below:

- **Program Requirements:** This project will renovate the Public Safety Building and construct a 5,100 square foot addition to the existing building. This renovation and expansion will provide the following:
 - Stormproof Emergency Operations Center
 - Capacity to locate additional Auburn Police Officers on campus
 - Improved space utilization for the Public Safety staff
- **Budget:** The estimated total project cost of the Public Safety Building Expansion project is \$4.8 million, to be financed by University General Funds.

- Project Location: The Public Safety Building Expansion will expand the existing Auburn University Public Safety Building located on Magnolia Avenue.

If you concur, it is proposed that a resolution providing final approval of the Public Safety Building Expansion project be presented to the Board of Trustees for consideration at its meeting scheduled for November 18, 2016.

Attachment 1
Public Safety Building Expansion
Architectural Rendering & Site Map



PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

JORDAN-HARE STADIUM NORTH MAIN CONCOURSE WIDENING

FINAL PROJECT APPROVAL

WHEREAS, at its meeting on September 21, 2012, the Board of Trustees adopted a resolution that approved the project initiation and selection of the project engineer for the Jordan-Hare Stadium North Main Concourse Widening project; and

WHEREAS, the project to widen the north main concourse of Jordan-Hare Stadium is part of the Athletics Department's ongoing efforts to continually improve Jordan-Hare Stadium and will alleviate the crowded pedestrian traffic on the north concourse to provide a better atmosphere for fans; and

WHEREAS, the estimated total project cost for the Jordan-Hare Stadium North Main Concourse Widening project is \$1.9 million, to be financed by the Athletics Department.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the Jordan-Hare Stadium North Main Concourse Widening project is approved and that Jay Gogue, President, or such other person as may be acting as President, be and the same is hereby authorized and empowered to:

1. Establish a budget for the Jordan-Hare Stadium North Main Concourse Widening project in the amount of \$1.9 million, to be financed by Athletics Department funds.
2. Direct the consultants to complete the required plans for the project.
3. Solicit bids and award a contract for construction conditioned upon the lowest responsible and responsive bid being consistent with the project budget.



FACILITIES MANAGEMENT
M E M O R A N D U M

TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
JORDAN-HARE STADIUM NORTH MAIN CONCOURSE WIDENING: FINAL PROJECT APPROVAL
DATE: NOVEMBER 7, 2016

This memorandum requests the following proposal be presented to the Board of Trustees through the Property and Facilities Committee and included on the agenda at the meeting scheduled for November 18, 2016.

Proposal:

Consistent with standing policy, it is proposed that the Jordan-Hare Stadium North Main Concourse Widening project be presented to the Board of Trustees through the Property and Facilities Committee for consideration of a resolution that provides final approval of the project. If approved, the resolution would authorize the President to direct Auburn University Facilities Management to complete the project design, solicit bids, and award a contract for construction.

Review and Consultation:

At its meeting on September 21, 2012, the Board of Trustees adopted a resolution that approved the project initiation and selection of the project engineer for the Jordan-Hare Stadium North Main Concourse Widening project.

The project team completed the schematic design for the Jordan-Hare Stadium North Main Concourse Widening project. The project details are provided below:

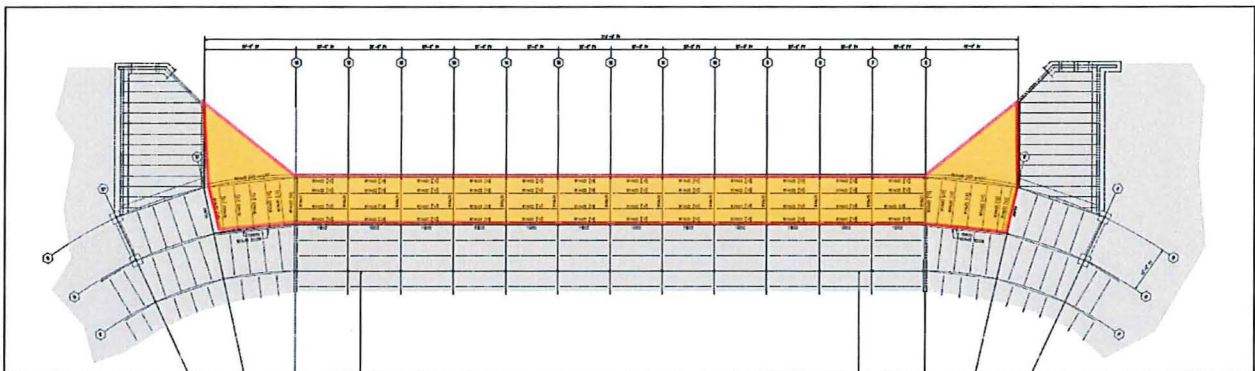
- **Program Requirements:** This project will widen the north pedestrian concourse from thirty-five to fifty-three feet by modifying the structural steel cross bracing and eliminating numerous obstacles such as electrical conduits and piping. See attachment 1 for an illustration of the widened concourse.
- **Budget:** The estimated total project cost of the Jordan-Hare Stadium North Main Concourse Widening project is \$1.9 million, to be financed by Athletics Department funds.
- **Project Location:** The renovated portion of the concourse will be within the existing footprint of Jordan-Hare Stadium.

If you concur, it is proposed that a resolution providing final approval of the Jordan-Hare Stadium North Main Concourse Widening project be presented to the Board of Trustees for consideration at its meeting scheduled for November 18, 2016.

Attachment 1
Jordan-Hare Stadium North Main Concourse Widening
Image & Floorplan



Illustration of North Concourse after Widening



Area of North Concourse to be Widened

PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

NEW STUDENT HOUSING

APPROVAL OF PROJECT ARCHITECT SELECTION

WHEREAS, at its meeting of September 16, 2016, the Board of Trustees adopted a resolution that approved the initiation of the New Student Housing project and authorized the commencement of the architect selection process; and

WHEREAS, the University Architect, after conducting interviews with five candidate firms, determined the architectural firm Goodwyn Mills Cawood of Birmingham, Alabama, was best qualified to provide architectural services on this project; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that Jay Gogue, President, or such other person as may be acting as President, be and the same is hereby authorized and empowered to:

1. Engage Goodwyn Mills Cawood of Birmingham, Alabama, as project architect to consult in the development of the facility program and project design.
2. Limit the project planning and design development to the schematic design phase until such time as the program requirements, budget, funding plan, and site are approved by the Board.



FACILITIES MANAGEMENT
M E M O R A N D U M

TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
NEW STUDENT HOUSING: APPROVAL OF PROJECT ARCHITECT SELECTION
DATE: NOVEMBER 7, 2016

This memorandum requests the following proposal be presented to the Board of Trustees through the Property and Facilities Committee and included on the agenda at the meeting scheduled for November 18, 2016.

Proposal:

Consistent with standing policy, it is proposed that the New Student Housing project be presented to the Board of Trustees through the Property and Facilities Committee for consideration of a resolution that approves the selection of the project architect.

Review and Consultation:

During its meeting of September 16, 2016, the Board of Trustees adopted a resolution that approved the initiation of the New Student Housing project and authorized the commencement of the architect selection process.

Since that time, a Request for Qualifications was published for architectural services. Eleven architectural firms submitted their qualifications, and five were interviewed by the Architect Selection Committee. The committee determined that the firm Goodwyn Mills Cawood of Birmingham, Alabama, was best qualified to provide architectural services on this project. The University Architect concurs with this recommendation.

It is, therefore, appropriate that a resolution be presented to the Board of Trustees for their consideration to approve the selection of Goodwyn Mills Cawood of Birmingham, Alabama, as the project architect, for the New Student Housing. If you concur, it is recommended the resolution be presented to the Board of Trustees, through the Property and Facilities Committee, for appropriate review and action at the meeting scheduled for November 18, 2016.

PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

BAILEY SMALL ANIMAL TEACHING HOSPITAL BASEMENT BUILD-OUT

APPROVAL OF PROJECT INITIATION AND
SELECTION OF THE PROJECT ARCHITECT

WHEREAS, the College of Veterinary Medicine proposes a project to complete the build-out of an existing vacant basement area in the Bailey Small Animal Teaching Hospital to create a Clinical Pharmacology Laboratory and research space; and

WHEREAS, the University Architect recommends the firm Foil Wyatt Architects and Planners, of Jackson, Mississippi, be retained as the project architect since they originally designed the Bailey Small Animal Teaching Hospital; and

WHEREAS, the proposed project is expected to cost in excess of \$1,000,000 and Board of Trustees policy stipulates that all construction and renovation/adaptation, infrastructure or outdoor facility projects with budgets of \$1,000,000 or more, must be submitted to the Board through the Property and Facilities Committee for action.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the Bailey Small Animal Teaching Hospital Basement Build-Out project is approved and that Jay Gogue, President, or such other person as may be acting as President, be and the same is hereby authorized and empowered to:

1. Engage Foil Wyatt Architects and Planners, of Jackson, Mississippi, as project architect to consult in the development of the facility program and project design.
2. Limit the project planning and design development to the schematic design phase until such time as the program requirements, budget, funding plan, and site are approved by the Board.



TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE

**BAILEY SMALL ANIMAL TEACHING HOSPITAL BASEMENT BUILD-OUT:
APPROVAL OF PROJECT INITIATION AND PROJECT ARCHITECT
SELECTION**

DATE: NOVEMBER 7, 2016

This memorandum requests the following proposal be presented to the Board of Trustees through the Property and Facilities Committee and included on the agenda at the meeting scheduled for November 18, 2016.

Proposal:

Consistent with standing policy, it is proposed that the Bailey Small Animal Teaching Hospital Basement Build-Out project be presented to the Board of Trustees through the Property and Facilities Committee for appropriate action that will approve the initiation of the project and authorize the selection of the project architect.

Review and Consultation:

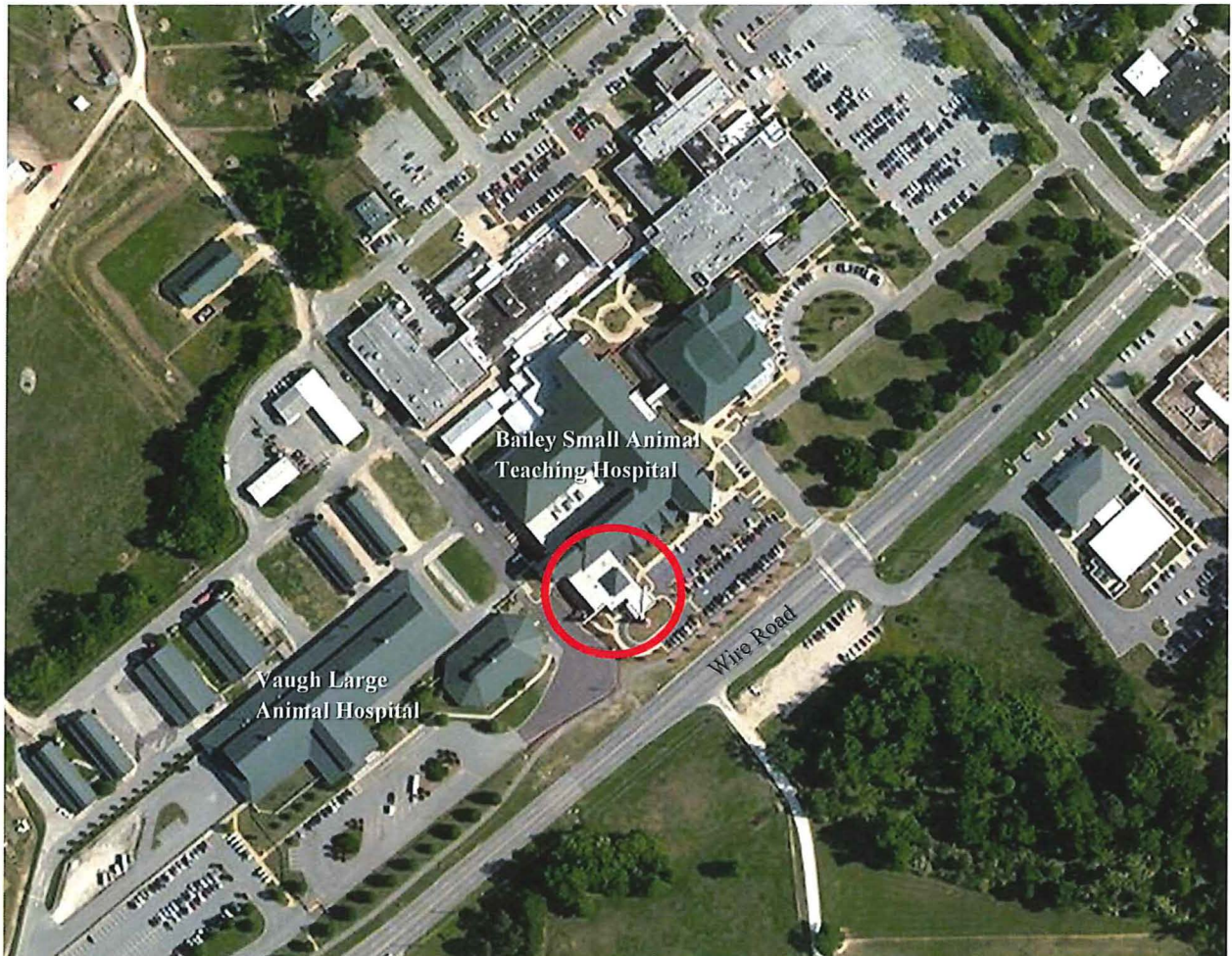
The College of Veterinary Medicine proposes a project that will complete the build-out of an existing vacant basement area. The Clinical Pharmacology Laboratory and research space was originally designed under the Bailey Small Animal Teaching Hospital, but it was not included in the actual construction of the hospital due to lack of funds. This project will renovate approximately 7,800 square feet in the basement of the Bailey Small Animal Teaching Hospital to create the Clinical Pharmacology Laboratory and research space.

To facilitate an accelerated design process, the University Architect recommends the approval of the firm Foil Wyatt Architects and Planners, of Jackson, Mississippi, as the architect for the project. Foil Wyatt is recommended because they designed the Bailey Small Animal Teaching Hospital and completed the original schematic design of the basement. The University Architect concurs with this recommendation.

This project will be funded by College of Veterinary Medicine funds.

If you concur, it is proposed that a resolution initiating the Bailey Small Animal Teaching Hospital Basement Build-Out project and approving the selection of the project architect be presented to the Board of Trustees at the meeting scheduled for November 18, 2016.

Attachment 1
Bailey Small Animal Teaching Hospital Basement Build-Out
Site Map



AGRICULTURE COMMITTEE/PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

AUTHORITY TO MODIFY HARVEST AND TIMBER SALE PLANS FOR
AUBURN UNIVERSITY FOREST LANDS

WHEREAS, Auburn University owns and manages thousands of acres of forested land across the State of Alabama, most of which is managed by the School of Forestry and Wildlife Sciences on behalf of Auburn University; and

WHEREAS, as part of their management effort, the School of Forestry develops Five Year Management Plans, which include annual forest harvest and timber sale schedules, and submits those plans to the Board of Trustees for approval; and

WHEREAS, unforeseen circumstances may dictate that changes be made to the Five Year Forest Management Plans; these circumstances include: outbreaks of pests and diseases, weather and fire disturbances, needs for new project locations, and shifts in market prices; and therefore, it is prudent to consider modifying harvest schedules and other management practices for localized forests under such circumstances; and

WHEREAS, the capability to adapt existing forest management plans to those circumstances for localized areas would allow greater flexibility in meeting land management objectives, and as a result, the efficiency of management and possibly revenues returned to the University could be enhanced; and

WHEREAS, to provide this flexibility, authority is sought for University President to approve departures from the Five-Year Forest Management Plans for the University forested lands, to include changes to the annual harvest and timber sales schedules, consistent with gift, deed, or other restrictions that may exist for the property.

Now, therefore, be it resolved by the Board of Trustees that the President of Auburn University be granted authority to modify the annual harvest and timber sale schedules for previously approved Five Year Forest Management Plans.



SCHOOL OF FORESTRY AND WILDLIFE SCIENCE
M E M O R A N D U M

TO: JAY GOGUE, President
VIA: DON LARGE, Executive Vice President for Facilities
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: AGRICULTURE COMMITTEE AND PROPERTY AND FACILITIES COMMITTEE
**AUTHORITY TO MODIFY HARVEST AND TIMBER SALE PLANS FOR
AUBURN UNIVERSITY FOREST LANDS**
DATE: NOVEMBER 7, 2016

This memorandum is to request that the following item be presented to the Board of Trustees, through the Agriculture Committee & Property and Facilities Committee; and be included on the agenda of the meeting scheduled for November 18, 2016.

Proposal:

It is proposed that Board of Trustees consider authorizing the President to depart from the forest management plans that are approved by the Auburn University Board of Trustees for each five year period, when unforeseen circumstances arise.

Review and Consultation:

Auburn University owns and manages thousands of acres of forested land across the State of Alabama. Standard practice has been for the School of Forestry and Wildlife Science to manage these lands for Auburn University. As part of their management effort, the School of Forestry develops Five Year Management Plans for the forest lands under the auspices of the Alabama Agricultural Experiment Station and submits those plans to the Board of Trustees for approval. These management plans typically include annual forest harvest and timber sale schedules.

Unforeseen circumstances such as pests, diseases, weather and fire disturbances, requirements for new project locations, and/or shifts in market prices may necessitate consideration of changes in harvest schedules or other management practices for localized forests. Consequently, the capability to adapt existing forest management plans to those circumstances for localized areas would allow greater flexibility in meeting land management objectives. As a result, the efficiency of management and potential revenues returned to the University could be enhanced.

It is proposed that the Auburn University President be authorized to approve departures from the Five-Year Forest Management Plans for localized areas when unforeseen circumstances dictate that a special need exists. With this authority, revised forest harvest and timber sale schedules would not have to be individually presented to the Board of Trustees for approval.

If you concur, it is requested that you recommend this proposal to the Board of Trustees through the Agriculture Committee and Property & Facilities Committee for action.

AGRICULTURE COMMITTEE/PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

AUTHORITY TO CONVERT FORESTED LAND TO PASTURE AT THE
NORTH AUBURN CAMPUS

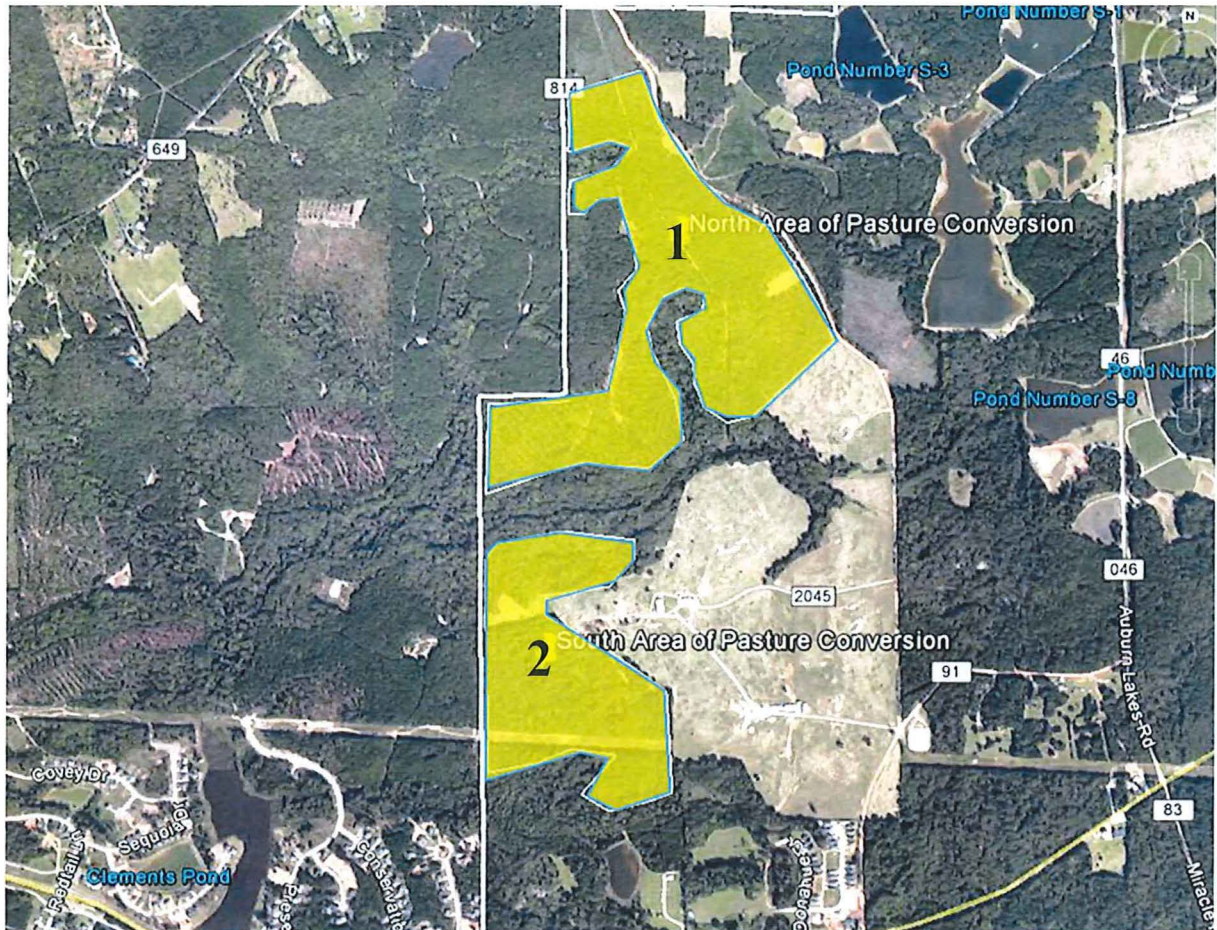
WHEREAS, at its meeting of September 25, 2015, the Board of Trustees approved a Five-Year Forest Management Plan for the Alabama Agricultural Experiment Station, based on sound forestry practices, for the years of 2015–2020, and the plan provided a schedule for maintenance, harvest, and reforestation for that period; and

WHEREAS, a major research opportunity has recently been afforded to the College of Veterinary Medicine which requires the harvest of 195 acres of forest land in the North Auburn Campus, within the next seven months, for conversion to pasture in support of the new collaboration; and

WHEREAS, this conversion of forested lands to pasture is consistent with the land use of the North Auburn Campus, but the current research opportunity was not known at the time the Five Year Plan Management Plan for that area was developed in 2015. Attachment 1 provides the location of the land to be converted.

Now, therefore, be it resolved by the Board of Trustees that the President of Auburn University be granted authority to sell the timber on the proposed 195 acre site at the North Auburn Campus and convert the forested land to pasture.

Attachment 1
Authority to Convert Forested Land to Pasture at the North Auburn Campus
Land to Be Converted to Pasture: North Auburn Campus



 Land to be converted from Forest to Pasture



SCHOOL OF FORESTRY AND WILDLIFE SCIENCE
M E M O R A N D U M

TO: JAY GOGUE, President
THROUGH: TIMOTHY BOOSINGER, Provost and Vice President for Academic Affairs
THROUGH: JANAKI ALAVALAPATI, Dean, School of Forestry and Wildlife Sciences
FROM: GRAEME LOCKABY, Associate Dean for Research
SUBJECT: AGRICULTURE COMMITTEE AND PROPERTY AND FACILITIES COMMITTEE
**AUTHORITY TO CONVERT FORESTED LAND TO PASTURE AT THE NORTH
AUBURN CAMPUS**
DATE: NOVEMBER 7, 2016

This memorandum is to request that the following item be presented to the Board of Trustees, through the Agriculture Committee & Property and Facilities Committee; and be included on the agenda of the meeting scheduled for November 18, 2016.

Proposal:

It is proposed that Board of Trustees consider adoption of an appropriate resolution that will authorize the President to convert forested land to pasture at the North Auburn Campus.

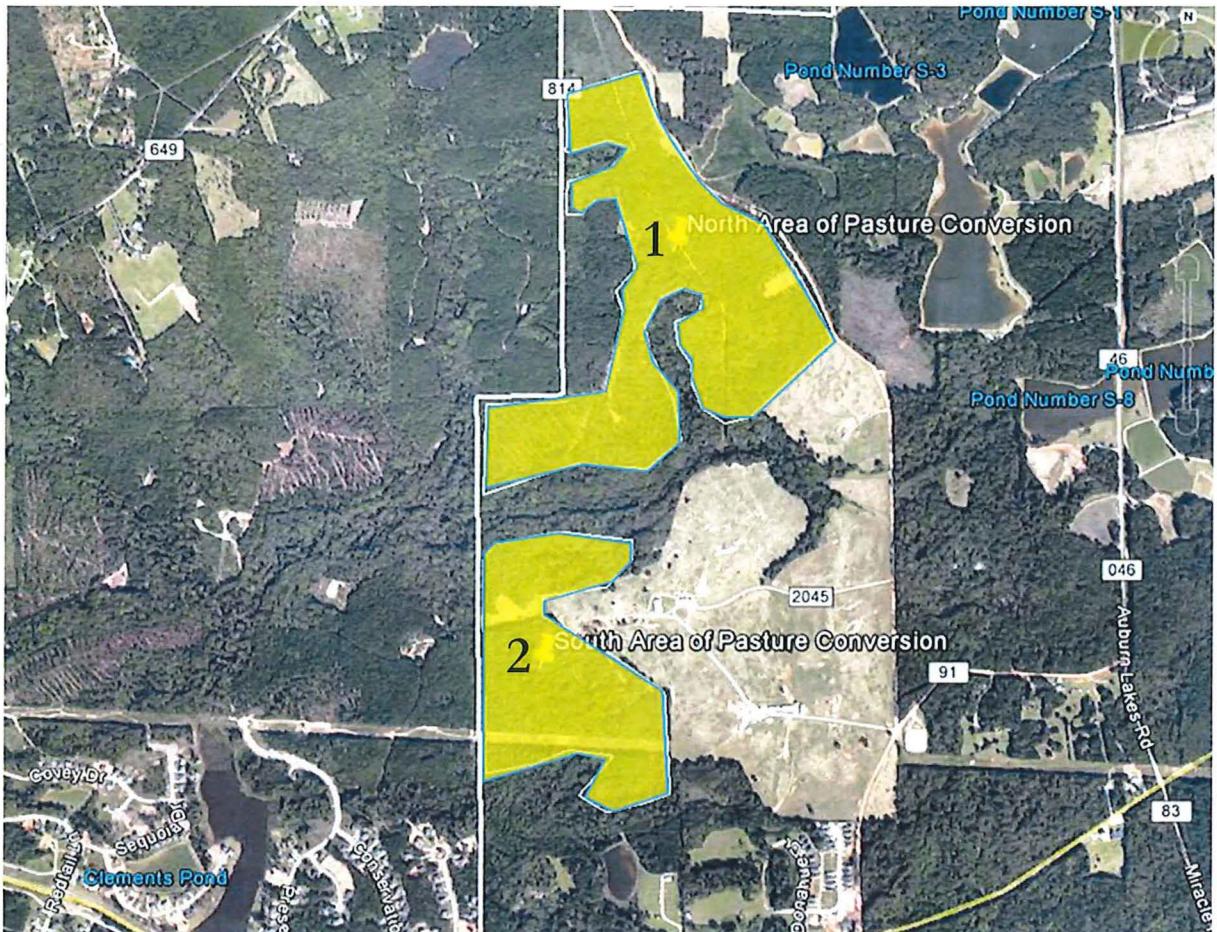
Review and Consultation:


At its meeting of September 25, 2015, the Board of Trustees approved a Five-Year Forest Management Plan for the Alabama Agricultural Experiment Station, based on sound forestry practices, for the years of 2015–2020. The plan provided a schedule for maintenance, harvest, and reforestation for that period.

A major funding opportunity, related to an important ongoing research program, has recently been afforded to the College of Veterinary Medicine. This research opportunity requires the harvest of 195 acres of forest land at the North Auburn Campus, within the next seven months, for conversion to pasture in support of the new collaboration. This conversion of forested lands to pasture is consistent with the land use of the North Auburn Campus, but the current research opportunity was not known at the time the Five Year Plan Management Plan for that area was developed in 2015. See the attached map for the location of the land to be converted.

If you concur, it is requested that you recommend this proposal to the Board of Trustees through the Agriculture Committee and Property & Facilities Committee for action.

Attachment 1
Authority to Convert Forested Land to Pasture at the North Auburn Campus
Land to Be Converted to Pasture: North Auburn Campus



-  Land to be converted from Forest to Pasture
- 1** 120 Acres for the North Area of Pasture Conversion
- 2** 75 Acres for the South Area of Pasture Conversion



FACILITIES MANAGEMENT
M E M O R A N D U M

TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE

**CURRENT STATUS OF NEW CONSTRUCTION/RENOVATION/
INFRASTRUCTURE PROJECTS WITH BUDGETS OF \$1,000,000 AND GREATER
(INFORMATION ONLY)**

DATE: NOVEMBER 7, 2016

This is to request that the following proposal be submitted to the Property and Facilities Committee and included on the agenda of the Board of Trustees meeting scheduled for November 18, 2016.

Proposal:

Consistent with standing practice, it is proposed that the current status report of new construction/renovation/infrastructure projects with budgets greater than \$1,000,000 be submitted, *for information only*, to the Board of Trustees through the Property and Facilities Committee.

Review and Consultation:

The Board of Trustees at its meeting on June 4, 2001, requested that it receive a regular update on the financial status of Board approved projects. The attached list includes projects at Auburn University and outlying units.

Rationale for Recommendation:

Consistent with the request of the Board of Trustees for a current status report of new construction/renovation/infrastructure projects with budgets greater than \$1,000,000, the attached listing is provided, *for information only*, to the Board through the Property and Facilities Committee for inclusion on the agenda of the meeting scheduled for November 18, 2016.

Data as of 10/05/2016

Auburn University Facilities Management

Current Capital Projects

(Spending across Multiple Years)

Summary of Cash Flow by Project Phase

<i>Project Phase</i>	<i>Previous Approved Budget Amount</i>	<i>Current Approved Budget Amount</i>	<i>Actual Spending to Date (across multiple years)</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2017</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2018 & Forward</i>
Substantial Completion	254,798,000	170,250,000	162,266,936	7,883,068	0 *
Construction	107,036,780	109,680,846	26,774,600	79,666,226	3,240,020
Design	45,216,168	44,976,168	5,127,165	16,892,401	22,956,602
Planning	31,387,653	60,989,405	3,691,013	24,661,664	32,636,728
Totals	488,438,601	385,896,419	197,859,714	129,103,359	58,833,350 *
Other Open Capital Projects	48,433,865	56,682,678	22,821,983	22,009,452	11,851,243
Grand Totals	486,872,466	442,579,097	220,681,697	151,112,811	70,684,593 *

* On the lines with asterisks, the sum of the spending column and both cash flow columns does not equal the current approved budget figure. The reason relates to one project that was completed under budget: (1) "South Donahue Residence Hall, Dining, Biggio Parking Facility" project under budget by \$99,996.

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

<i>Project Name</i>	<i>Project Phase</i>	<i>Original Approved Budget Amount</i>	<i>(A)</i>		<i>AU Bond Funding</i>	<i>Federal/ State or Local Funding</i>	<i>(B)</i>		<i>Estimated Spending Assuming Remainder of Budget for FY2018 & Forward</i>	<i>(C)</i>	<i>(A)-(B)-(C)</i>	
			<i>Current Approved Budget Amount</i>	<i>AU Funding (includes gifts/grants)</i>			<i>Actual Spending to Date (across multiple years)</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2017</i>		<i>Current Encumbrances Against Project</i>	<i>Current Open Balance (Budget less Actuals and Encumbrances)</i>	
SUBSTANTIAL COMPLETION PHASE												
South Donahue Residence Hall, Dinning, Biggio Parking Facility 10-217	Completed	73,600,000	75,200,000	6,600,000	68,600,000		75,100,004	0	0	0	99,996	*
Student Recreation & Wellness Center Building (07-225)	Substantial Completion	72,000,000	72,000,000	5,000,000	67,000,000		71,041,987	958,013	0	501,089	456,924	
Pebble Hill Renovation 06-176	Substantial Completion	2,500,000	2,750,000	2,750,000			2,392,803	357,197	0	7,059	350,138	
Cater Hall Repair & Renovation (Phase I) 14-220	Substantial Completion	900,000	900,000	900,000			806,279	93,721	0	26,440	67,281	
AU Regional Airport T-Hangar Construction Phase I 15-093	Substantial Completion	2,000,000	2,000,000	2,000,000			1,925,041	74,959	0	46,368	28,591	
Offsite Library Archiving Facility 15-142	Substantial Completion	1,900,000	1,900,000	1,900,000			1,238,028	661,972	0	0	661,972	
Cater Hall Repair & Renovation Phase II 15-334	Substantial Completion	1,950,000	1,950,000	1,950,000			1,514,452	435,548	0	99,370	336,178	
Risk Management and Safety Facility - New Building 15-150	Construction	2,800,000	2,800,000	2,800,000			121,640	2,678,360	0	2,137,274	541,086	
Auburn Arena Volleyball Team Space Improvements 14-273	Substantial Completion	2,200,000	2,200,000	2,200,000			1,771,272	428,728	0	150,517	278,211	
Health Science Sector Infrastructure 15-222	Substantial Completion	6,000,000	6,000,000	6,000,000			4,611,637	1,388,363	0	940,506	447,857	

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

<i>Project Name</i>	<i>Project Phase</i>	<i>Original Approved Budget Amount</i>	<i>(A)</i>		<i>AU Bond Funding</i>	<i>Federal/ State or Local Funding</i>	<i>(B)</i>		<i>Estimated Spending Assuming Remainder of Budget for FY2018 & Forward</i>	<i>(C)</i>		<i>(A)-(B)-(C)</i>
			<i>Current Approved Budget Amount</i>	<i>AU Funding (includes gifts/grants)</i>			<i>Actual Spending to Date (across multiple years)</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2017</i>		<i>Current Encumbrances Against Project</i>	<i>Current Open Balance (Budget less Actuals and Encumbrances)</i>	
Garden of Memory - Student Memorial 14-336	Substantial Completion	1,250,000	1,250,000	1,250,000			897,218	352,782	0	256,211	96,571	
Poultry Research Farm Unit Relocation Phase I 15-140	Substantial Completion	1,300,000	1,300,000	1,300,000			846,575	453,425	0	67,373	386,052	
Total Substantial Completion			170,250,000	34,650,000	135,600,000	0	162,266,936	7,883,068	0	4,232,207	3,750,857	*

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

<i>Project Name</i>	<i>Project Phase</i>	<i>Original Approved Budget Amount</i>	<i>(A)</i>		<i>AU Bond Funding</i>	<i>Federal/ State or Local Funding</i>	<i>(B)</i>		<i>Estimated Spending Assuming Remainder of Budget for FY2018 & Forward</i>	<i>(C)</i>	<i>(A)-(B)-(C)</i>	
			<i>Current Approved Budget Amount</i>	<i>AU Funding (includes gifts/grants)</i>			<i>Actual Spending to Date (across multiple years)</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2017</i>		<i>Current Encumbrances Against Project</i>	<i>Current Open Balance (Budget less Actuals and Encumbrances)</i>	
CONSTRUCTION PHASE												
Mell Classroom Building 11-209	Construction	25,000,000	35,000,000	31,500,000	3,500,000		8,888,039	25,111,961	1,000,000	21,053,961	5,058,000	
Jordan-Hare Stadium Improvements: Phase 1 Storm Drain & Sewer Repairs 15-056	Construction	4,500,000	10,634,651	10,634,651			8,471,470	2,163,181	0	966,545	1,196,636	
School of Nursing Facility 15-035	Construction	29,000,000	29,000,000	29,000,000			4,483,901	24,516,099	0	19,717,765	4,798,334	
Pharmaceutical Research Building 14-193	Construction	16,600,000	16,600,000	16,600,000			2,558,090	14,041,910	0	12,586,464	1,455,446	
Band Practice Field - New Storage & Dressing Facility 15-256	Construction	3,000,000	3,000,000	3,000,000			1,333,207	1,666,793	0	1,334,530	332,263	
Auburn University Hotel Governor's Room, Board Room, & Restroom Renovations 15-326	Construction	852,129	995,000	995,000			140,562	854,438	0	636,169	218,269	
Food Animal Research Facility 15-130	Construction	3,400,000	3,400,000	3,400,000			264,318	2,978,898	156,784	2,360,147	775,535	
President's House Renovation 14-296	Construction	11,051,195	11,051,195	11,051,195			635,013	8,332,946	2,083,236	8,932,996	1,483,186	
Total Construction			109,680,846	106,180,846	3,500,000	0	26,774,600	79,666,226	3,240,020	67,588,577	15,317,669	

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

			(A)				(B)		Estimated Spending Assuming Remainder of Budget for FY2018 & Forward	(C)	(A)-(B)- (C)	
Project Name	Project Phase	Original Approved Budget Amount	Current Approved Budget Amount	AU Funding (includes gifts/grants)	AU Bond Funding	Federal/ State or Local Funding	Actual Spending to Date (across multiple years)	Estimated Spending Assuming Remainder of Budget for FY2017		Current Encum- brances Against Project	Current Open Balance (Budget less Actuals and Encum- brances)	
DESIGN PHASE												
Ag Heritage Park 98-333	Construction and Design Future Projects	2,666,320	2,666,320	2,666,320			1,427,581	0	1,238,739	0	1,238,739	
Hill Residence Halls - Building Renovations & Upgrades 10- 155	Design (Partial budget - Phase I only at this point)	15,859,848	15,859,848	13,373,258	2,486,590		2,125,099	100,000	13,634,749	1,129,562	12,605,187	
Auburn University Hotel Porte- Cochere & Front Drive Improvements 13-268	Design	1,200,000	1,200,000	1,200,000			93,345	1,106,655	0	11,859	1,094,796	
Gavin Engineering Research Laboratory - Comprehensive Renovations 14-308	Design	16,750,000	16,750,000	16,750,000			1,197,291	12,442,167	3,110,542	298,597	15,254,112	
Broun Hall Building Wide Renovation 15-068	Design	5,000,000	5,000,000	5,000,000			241,834	2,379,083	2,379,083	56,205	4,701,961	
Goodwin Hall - Renovation & Band Rehearsal Hall Addition 15-255	Design	3,500,000	3,500,000	3,500,000			42,015	864,496	2,593,489	287,742	3,170,243	
Total Design			44,976,168	42,489,578	2,486,590	0	5,127,165	16,892,401	22,956,602	1,783,965	38,065,038	

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

Project Name	Project Phase	Original Approved Budget Amount	(A)		AU Bond Funding	Federal/ State or Local Funding	(B)		Estimated Spending Assuming Remainder of Budget for FY2018 & Forward	(C)	(A)-(B)-(C)	
			Current Approved Budget Amount	AU Funding (includes gifts/grants)			Actual Spending to Date (across multiple years)	Estimated Spending Assuming Remainder of Budget for FY2017			Current Encum- brances Against Project	Current Open Balance (Budget less Actuals and Encum- brances)
PLANNING PHASE												
Student Activities Center - Comprehensive Renovation 13-110	Schematic Design (Partial budget only at this point)	150,000	150,000	150,000			96,166	53,834	0	20,818	33,016	
AU Regional Airport - Aviation Education Facility 13-285	Design & Development (Partial budget only at this	588,800	588,800	588,800			188,677	400,123	0	266,794	133,329	
Graduate Business Education Bldg 14-044	Schematic Design	30,000,000	30,000,000	30,000,000			180,517	5,963,897	23,855,586	0	29,819,483	
Leach Science Ctr - Building Expansion & Partial Renovation 15-208	Design & Developmen	19,000,000	19,000,000	19,000,000			945,604	10,832,638	7,221,758	723,614	17,330,782	
Academic Classroom & Laboratory Complex 15-034	Pre-Design (Partial budget only at this point)	4,047,007	4,047,007	4,047,007			928,240	1,559,383	1,559,384	0	3,118,767	
Engineering Achievement Center 15-157	Schematic Design (Partial budget only at this point)	3,100,000	3,100,000	3,100,000			836,808	2,263,192	0	1,142,007	1,121,185	
Mell Street, West Samford Avenue, & Thach Avenue Traffic & Parking Improvements 15-311	Pre-Design (Partial budget only at this point)	144,000	144,000	144,000			48,260	95,740	0	86,284	9,456	
Performing Arts Center - New Building 15-158	Pre-Design (Partial budget only at this point)	2,600,000	2,600,000	2,600,000			365,477	2,234,523	0	128,903	2,105,620	
Poultry Research Farm Unit Relocation Phase II 16-040	Design & Development (Partial budget only at this	130,630	130,630	130,630			30,719	99,911	0	73,860	26,051	
Agricultural Sciences Research Building - New Facility 15-391	Pre-Design (Partial budget only at this point)	170,500	170,500	170,500			0	170,500	0	150,000	20,500	

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

Project Name	Project Phase	Original Approved Budget Amount	(A)	AU Funding (includes gifts/grants)	AU Bond Funding	Federal/ State or Local Funding	(B)	Estimated Spending Assuming Remainder of Budget for FY2017	Estimated Spending Assuming Remainder of Budget for FY2018 & Forward	(C)	(A)-(B)-(C)
			Current Approved Budget Amount				Actual Spending to Date (across multiple years)			Current Encum- brances Against Project	Current Open Balance (Budget less Actuals and Encum- brances)
Public Safety & Security Bldg - Building Renovation & Expansion 16-119	Design & Development (Partial budget only at this point)	553,608	553,608	553,608			70,436	483,172	0	336,615	146,557
AU Hotel & Dixon Conf Ctr - Comprehensive Renovation Of The Conference Center 15- 274	Pre-Design (Partial budget only at this point)	326,560	326,560	326,560			0	326,560	0	0	326,560
Interdisciplinary Science Building - New Facility 15-392	Pre-Design (Partial budget only at this point)	178,300	178,300	178,300			109	178,191	0	171,220	6,971
Total Planning			60,989,405	60,989,405	0	0	3,691,013	24,661,664	32,636,728	3,100,115	54,198,277
Other Open Capital Projects	Various Stages		56,682,678	49,086,833	1,662,120	5,933,725	22,821,983	22,009,452	11,851,243	7,266,185	26,594,510
GRAND TOTAL			442,579,097	293,396,662	143,248,710	5,933,725	220,681,697	151,112,811	70,684,593	83,971,049	137,926,351 *

* On the lines with asterisks, the sum of the spending column and both cash flow columns does not equal the current approved budget figure. The reason relates to one project that was completed under budget: (1) "South Donahue Residence Hall, Dining, Biggio Parking Facility" project under budget by \$99,996.



TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE

**QUARTERLY REPORT FOR PROJECTS COSTING MORE THAN \$500,000
BUT LESS THAN \$1,000,000 – 4th QTR FISCAL YEAR 2016** *(For Information Only)*

DATE: NOVEMBER 7, 2016

This memorandum requests the following proposal be presented to the Board of Trustees through the Property and Facilities Committee and included on the agenda of the meeting scheduled for November 18, 2016.

Proposal:

The Board of Trustees, at its meeting on April 11, 2014, adopted a resolution stipulating that all projects with a total cost in the range of \$500,000 to \$1,000,000 be reported quarterly. The intent of this report is to keep the Property and Facilities Committee informed of those projects as they are occurring on campus. Consistent with standing policy, it is proposed that this report be submitted for information only.

Review and Consultation:

Projects initiated in the 4th Quarter of Fiscal Year 2016 and costing more than \$500,000 but less than \$1,000,000 are listed in the following table.

4th Quarter FY 2016 Projects \$500,000 - \$1,000,000	Project Number	Account Number	Cost
Cambridge Residence Hall – Miscellaneous Renovations (Phase 2)	15-174	922609-102048-P100	\$526,994

Rationale for Recommendation:

Consistent with standing policy, this report is submitted to the Board of Trustees through the Property and Facilities Committee for information at the meeting scheduled for November 18, 2016.



AUBURN
UNIVERSITY

FACILITIES MANAGEMENT
M E M O R A N D U M

TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE

PROJECT STATUS REPORT

DATE: NOVEMBER 7, 2016

This memorandum requests the following proposal be presented to the Board of Trustees through the Property and Facilities Committee and included on the agenda at the meeting scheduled for November 18, 2016.

Proposal:

It is proposed that a brief report regarding the status of Board of Trustees approved capital projects be submitted, *for information only*, to the Board of Trustees through the Property and Facilities Committee.

Review and Consultation:

The responsibility of the Board of Trustees extends to the oversight of funding, planning, design, construction, maintenance and operation of University buildings and facilities. The date of project establishment in the development process is often separated by years from the date of project completion or building dedication. This Project Status Report is intended to continually inform interested parties of the status of projects previously approved by the Board of Trustees.

PROJECT/PHASE**STATUS****Projects in Planning Stage:**

- | | |
|--|--------------------------|
| • Equine Sciences – New Facilities Phase I | On hold pending funding |
| • Agricultural Sciences Research Building | Initiated November 2015 |
| • Interdisciplinary Science Building | Initiated November 2015 |
| • Academic Classroom & Laboratory Complex | Initiated February 2015 |
| • AUM Admissions & Alumni Center | Initiated September 2015 |
| • Culinary Arts Building | Initiated September 2016 |
| • New Student Housing | Initiated September 2016 |

Projects in Design Stage:**Initiation Approved**

- | | |
|---|--------------------------|
| • Band Rehearsal Hall Phases--Goodwin Hall | Initiated September 2009 |
| • Relocation of Sports Medicine and Other Team Functions from the Coliseum | On hold |
| • Aviation Education Facility | Initiated February 2014 |
| • Jordan-Hare Stadium Improvements | Initiated February 2015 |
| • Campus Utility System Expansion | Initiated June 2015 |
| • Engineering Achievement Center | Initiated June 2015 |
| • Performing Arts Center | Initiated June 2015 |
| • Mell Street and Thach Ave Traffic and Parking Improvements | Initiated September 2015 |
| • Poultry Research Farm Unit Relocation Phase II | Initiated November 2015 |
| • AUHCC—Governor’s Room, Board Room, and Restrooms | Initiated February 2016 |
| • Public Safety Building Expansion | Initiated February 2016 |
| • Haley Center Quad Renovation | Initiated June 2016 |
| • Recreation & Wellness Center Basement Build-Out | Initiated June 2016 |
| • Poultry Infectious Disease Biocontainment Research Facility & Fish Biodiversity Laboratory Relocation | Initiated June 2016 |
| • Airport Maintenance Hangar | Initiated September 2016 |

Schematic Design Approved:**Schematic Design Approved**

- | | |
|--|-------------------------|
| • Broun Hall Renovation | Approved June 2016 |
| • Leach Science Center Addition | Approved June 2016 |
| • Graduate Business Education Building | Approved September 2016 |

Projects in Construction Stage:

- | | |
|--|-------------------------|
| • Mell Classroom Building | Approved September 2014 |
| • Food Animal Research Facility | Approved September 2015 |
| • Pharmaceutical Research Building | Approved November 2015 |
| • School of Nursing Facility | Approved November 2015 |
| • Poultry Research Farm Unit Relocation Phase I | Approved February 2016 |
| • Band Practice Complex—Dressing Rooms, Storage & Turf | Approved February 2016 |
| • Risk Management & Safety Building | Approved April 2016 |
| • AUHCC—Porte-Cochere & Front Drive Improvements | Approved February 2016 |
| • Repairs and Renovations to President’s Home | Approved April 2016 |
| • Gavin Engineering Research Lab Renovation | Approved June 2016 |

Completed Projects:

- The Auburn Memorial

Approved November 2015

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED PRE-PROFESSIONAL OPTION IN THE
MASTER OF SCIENCE IN BIOLOGICAL SCIENCES (NON-THESIS)

WHEREAS, the Department of Biological Sciences in the College of Sciences and Mathematics currently offers graduate coursework leading to the MS (thesis and non-thesis) and the PhD in Biological Sciences; and

WHEREAS, the department has proposed the establishment of a new Pre-Professional Option (non-thesis) in the existing MS program for qualified individuals who desire to work in biomedical and health-related fields; and

WHEREAS, the proposed option would allow students the opportunity to earn a master's-level credential that will increase their competitiveness for acceptance into doctoral or health-related professional schools; and

WHEREAS, the resources required for the proposed degree would be provided by the College of Sciences and Mathematics; and

WHEREAS, the request to establish a Pre-Professional Option (non-thesis) in the Master of Science in Biological Sciences has been endorsed by the Dean of the College of Sciences and Mathematics, the Graduate Council, the Provost, and the President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the establishment of a Pre-Professional Option (non-thesis) in the Master of Science in Biological Sciences be approved and submitted to the Alabama Commission on Higher Education for review and approval.



AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

October 10, 2016

MEMORANDUM TO: Jay Gogue
President

FROM: Timothy R. Boosinger *Tim R. Boosinger*
Provost and Vice President for Academic Affairs

SUBJECT: Agenda Item for the Board of Trustees –
Proposed Pre-Professional Option (non-thesis) in the Master of
Science in Biological Sciences

I am writing to request that the following item be added to the Board of Trustees' agenda for the **November 18, 2016** meeting.

Proposal: The College of Sciences and Mathematics is proposing the establishment of a new Pre-Professional Option (non-thesis) in the Master of Science in Biological Sciences (CIP 26.0101).

Review and Consultation: Faculty in the Department of Biological Sciences initiated this program option for qualified individuals who are interested in pursuing an advanced degree in the biomedical and professional health-care fields.

Addressing the growing need for health care professionals in Alabama, the department proposes a new pre-professional option that will provide graduates with an enhanced credential as they apply to professional programs such as medical, dentistry, optometry, physician assistant, and other health care programs. The department predicts an enrollment of 30 students annually and will provide the resources necessary to administer the program.

Recommendation: It is recommended that the Board approve the proposed Pre-Professional Option (non-thesis) in the Master of Science in Biological Sciences. The proposed option was reviewed and approved by Auburn University's Graduate Council in fall 2016, and has been approved by both the College of Sciences and Mathematics and the Provost. If approved by the Auburn University Board of Trustees, the proposed option will be forwarded to the Alabama Commission on Higher Education (ACHE) for review and approval.



AUBURN
UNIVERSITY

TO: Dr. Timothy Boosinger
Provost & Vice President for Academic Affairs

THROUGH: Dr. George Flowers *George T. Flowers*
Dean, Graduate School

THROUGH: Dr. Nicholas Giordano *Nicholas Giordano*
Dean, College of Sciences and Mathematics

FROM: Dr. Jason Bond *Jason Bond*
Chair, Department of Biological Sciences

DATE: October 13, 2016

SUBJECT: Proposed Pre-Professional Option in the M.S. in Biological Sciences (Non-Thesis).

We request that the following proposal be added to the Board of Trustees' agenda for their Nov.18, 2016 meeting.

Program Purpose and Description:

The proposed Pre-Professional Option in the M.S. in Biological Sciences (Non-Thesis) will provide students with a broad graduate experience, enhancing their knowledge base of biological phenomena and processes, that will improve their credentials for application to medical, dental, optometry, physician assistant, and other healthcare professional programs. This training will insure more of our graduates will be placed in fields essential to the biomedical and health needs of the state and beyond.

Justification for Request:

Many previous Biological Sciences MS-NT students have, in fact, been students with the goal of getting into a health related professional program. The proposed new option will allow us to service a greater number of students with these specific vocational goals and provide them with directed guidance and feedback to raise their competitiveness for acceptance into health-related professional schools. Additionally, having a distinct title for this targeted option will raise the prominence and prestige of the MS-NT degree program (which has been historically successful in placing our graduates). Finally, having a titled option with the specified outcomes will allow us to recruit more underrepresented students, who tend to have very career oriented goals in health related fields, into our graduate program.

The proposed option fulfills Priority 1 of the AU Strategic Plan (i.e. Enhance Student Success and Diversify Enrollment). This option is directly targeted to increase the students' competitiveness for acceptance into an advanced health profession program which is central to the students' future interests and careers. Additionally, it will provide a "middle-step" opportunity for underrepresented groups across the state to come to AU to gain a more comprehensive biological background to enhance their probability of being accepted into a professional school program.

The incoming cohort of students shares a common major professor (the Coordinator of the degree program) and faculty committee members (selected from a standing committee of graduate faculty). Students also consult with the Director of the COSAM Pre Health Professions Program and COSAM advising personnel about the professional school application process. Thus, students receive standardized, professional advising. Instead of a final oral exam given by the student's individual committee (the current practice), students in the cohort would take a common final written exam, graded by a common rubric. Students are also required to take two semesters of Biomedical Sciences Seminar, which will build a cohort experience and enhance their critical thinking skills in assessing and understanding primary biomedical research literature. Standardization of the administrative and evaluative aspects of the degree program will allow better consistency for the students as well as better assessment of the effectiveness of their preparation. It will allow a smaller number of faculty to prepare a greater number of students for entry into professional schools.

Surveying SEC universities, only Mississippi State University offers a similar degree program. The only program listed for Alabama is the University of Alabama at Birmingham Master of Science in

Biomedical and Health Sciences (<https://apps.aamc.org/postbac/#/index>), which caps enrollment at 25 students for the 11-month program. The new Auburn University program will accept students from other institutions (especially HBCUs), but the target group will be Auburn University undergraduates who need to improve their academic and non-academic qualifications to apply to doctoral and allied health professions programs. Maximum anticipated enrollment is 30 students for the two-three semester program. There were approximately 60 first-year dental school seats, 585 first-year medical school seats, 50 first-year optometry school seats, 278 first-year pharmacy school seats and 120 physician assistant program seats and 190 veterinary medicine seats for the entering classes of 2015 at Alabama professional schools plus an almost unlimited number of seats in allied health programs here.

State Need: Sixty-two Alabama counties are officially designated as completely or partially “Health Professional Shortage Areas,” according to Linda Jackson, communications specialist with the University of Alabama’s Rural Health Leaders Pipeline. There is a severe shortage of physicians in rural communities, and the primary health care providers who are there are aging, so Alabama will need physicians, doctors, and other health professionals to replace them soon (www.gadsdentimes.com/article/20150908/News/603234244).

Employment Opportunities: There are a multitude of studies and analyses that document the need for more highly trained individuals in the health care professions nationwide (see links below). The Association of American Medical Colleges in 2015 projected “a shortage of between 46,000-90,000 physicians by 2025”. The study, the first comprehensive national analysis that takes into account both demographics and recent changes to care delivery and payment methods, projects shortages in both primary and specialty care, with specialty shortages particularly acute. (<https://www.aamc.org/newsroom/newsreleases/426166/20150303.html>)

Student Demand – Enrollment Projections: 30 students/year

Resource Requirements: The Coordinator for this program will receive one month of summer salary and the faculty who serve on the students’ committees and are involved in grading the final written examination as well as assessing the degree option will be compensated at the discretion of the Department Chair. One semester/year of graduate assistantship will be awarded to a PhD graduate student who will administer the exit exam in outgoing semesters, maintain and update the test bank, as well as administer the assessment rubrics.

Recommendation:

We recommend that the proposed **Master of Science, Non-Thesis, Pre-Professional Option** be approved by the Offices of the Provost and the President and be forwarded to the Board of Trustees and the Alabama Commission on Higher Education for review and approval.

Supporting links:

New kind of medical school comes to Alabama with hopes of reducing rural doctor shortage (http://www.al.com/news/index.ssf/2015/05/new_kind_of_medical_school_com.html)

Having trouble finding a primary care doc? Here’s what medical schools are doing about it. (https://www.washingtonpost.com/lifestyle/magazine/what-medical-schools-are-doing-about-a-looming-shortage-of-doctors/2015/10/27/13d27282-66c8-11e5-9ef3-fde182507eac_story.html)

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED MASTER OF ENGINEERING MANAGEMENT

WHEREAS, the Department of Industrial and Systems Engineering in the Samuel Ginn College of Engineering administers academic and research programs designed to integrate the fields of engineering and business; and

WHEREAS, the unit has proposed the establishment of a Master of Engineering Management degree for qualified individuals to acquire advanced knowledge and practical experience across diverse engineering fields; and

WHEREAS, the proposed degree would support the state's economic development efforts by providing a graduate program that emphasizes manufacturing, systems, product innovation, and business management across expanding industries in Alabama; and

WHEREAS, the proposed degree would provide students with four options in Manufacturing, Occupational Safety and Ergonomics, Product Innovation, and Systems; and

WHEREAS, the program would collaborate with other academic units, including the Harbert College of Business, to offer interdisciplinary courses while also utilizing existing courses; and

WHEREAS, additional resources necessary to establish this program will be provided by the unit; and

WHEREAS, Auburn University would be the first institution in Alabama to offer such a degree program; and

WHEREAS, the request to establish a Master of Engineering Management with four options in Manufacturing, Occupational Safety and Ergonomics, Product Innovation, and Systems has been endorsed by the Dean of the Samuel Ginn College of Engineering, the Graduate Council, the Provost, and the President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed Master of Engineering Management with options in Manufacturing, Occupational Safety and Ergonomics, Product Innovation, and Systems be approved and submitted to the Alabama Commission on Higher Education for review and approval.



AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

October 10, 2016

MEMORANDUM TO: Jay Gogue
President

FROM: Timothy R. Boosinger *Tim R. Boosinger*
Provost and Vice President for Academic Affairs

SUBJECT: Agenda Item for the Board of Trustees –
Proposed Master of Engineering Management

I am writing to request that the following item be added to the Board of Trustees' agenda for the **November 18, 2016** meeting.

Proposal: The Samuel Ginn College of Engineering is proposing the establishment of a new Master of Engineering degree (CIP 15.1501), with four options in Manufacturing, Occupational Safety and Ergonomics, Product Innovation, and Systems.

Review and Consultation: Faculty in the Department of Industrial and Systems Engineering initiated this graduate degree program for qualified individuals who hold a baccalaureate degree in engineering, business, manufacturing, or biomechanics, and are interested in pursuing specialized coursework at the graduate level. Working with the Thomas Walter Center for Technology Management, the proposal supports the University's economic development efforts by providing a unique graduate degree that emphasizes manufacturing, systems, product innovation, and business management across industries that continue to experience significant growth in Alabama.

The unit simultaneously proposes four options (to be taught via distance education and on-campus) in Manufacturing, Occupational Safety and Ergonomics, Product Innovation, and Systems. Through the unique combination of coursework and applied knowledge, the proposed options reflect the breadth of careers across diverse engineering fields, particularly resource management, ergonomics, automotive vehicle manufacturing, transportation, and structural engineering. The unit predicts an initial enrollment of 30-50 students, with a projected enrollment of more than 100 students annually. The unit plans to partner with the Harbert College of Business to provide courses in addition to utilizing existing courses available. The unit will redirect resources to support additional costs to administer the program. If approved, this will be the first Master of Engineering Management program offered in Alabama.

Recommendation: It is recommended that the Board approve the proposed Master of Engineering Management. The proposed degree was reviewed and approved by Auburn

University's Graduate Council in fall 2016, and has been approved by both the College of Engineering and the Provost. If approved by the Auburn University Board of Trustees, the proposed option will be forwarded to the Alabama Commission on Higher Education (ACHE) for review and approval.



SAMUEL GINN COLLEGE OF ENGINEERING
INDUSTRIAL AND SYSTEMS ENGINEERING

TO: Dr. Timothy Boosinger
Provost & Vice President for Academic Affairs

THROUGH: Dr. George Flowers *George T. Flowers*
Dean, Graduate School

THROUGH: Dr. Christopher Roberts
Dean, Samuel Ginn College of Engineering

FROM: Dr. John L. Evans *Dr. John L. Evans*
Chair, Department of Industrial & Systems Engineering
Director, Thomas Walter Center for Technology Management

DATE: September 21, 2016

SUBJECT: Proposed Master of Engineering Management

We request that the following proposal be added to the Board of Trustees' agenda for their November 18, 2016 meeting.

Program Purpose and Description: The purpose of the new program is to add a Master of Engineering Management (MEM) degree to be administered by the Thomas Walter Center for Technology Management housed in the Department of Industrial and Systems Engineering (ISE) and the Graduate School. Four options are offered: Manufacturing, Occupational Safety and Ergonomics, Product Innovation, and Systems.

Justification for Request: There are approximately 80 institutions throughout the U.S. that offer this degree, but none in our state (Note: The University of Alabama in Huntsville has a concentration in Engineering Management in the Master of Science in Engineering degree.) Peer institutions such as Texas A&M, University of Florida, Clemson University, and University of Wisconsin currently have Engineering Management master's programs. Meetings have occurred with representatives from over 100 Alabama and regional manufacturers and engineering operations, and these individuals have encouraged Auburn to develop an engineering management program for engineers emphasizing the four options included in this proposal. It is also expected that new relationships including expanding research will be formed between Auburn and the MEM students as well as with the organizations that employ the students. Faculty members will benefit from increased opportunities for research and education in the areas of systems engineering and product innovation. All affected groups have been informed and are supportive of the new program including the Graduate School, the ISE department, the College of Business, and the College of Engineering.

State Need: Practicing engineers often need specialized education to enable them to manage technical projects or other engineers effectively. This program is directly targeted at the \$12 billion per year Alabama vehicle manufacturing industry, the multi-billion dollar Alabama research industry, the increasing activity for production innovation businesses within the state, and the demand of the government and defense industry for systems engineering expertise.

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SAMUEL GINN COLLEGE OF ENGINEERING INDUSTRIAL AND SYSTEMS ENGINEERING

Employment Opportunities: For the job title “Architectural and Engineering Managers,” the Bureau of Labor Statistics (BLS) 2015 estimates 179,770 US positions, 26,070 Southeast Region positions, and 2,610 Alabama positions (<http://www.bls.gov/oes/current/oes119041.htm#st>). A 2% growth is projected from 2014-2024 for this job title. The MEM degree is considered by many as the engineer’s MBA.

Student Demand – Enrollment Projections: This new degree is targeted primarily at practicing engineers who will take the courses online through our existing graduate outreach program. According to the BLS estimates cited above, there are approximately 40,000 individuals identified as either engineers or technical/engineering managers employed in Alabama. If as few as 1% choose to pursue this degree over the next five years, the new program would enroll 80 students per year, making it the second largest master’s program in our college, behind computer science and software engineering. We expect students from other states to enroll in this program as well which could increase enrollment even more.

Resource Requirements: We plan to offer the Manufacturing and Occupational Safety and Ergonomics options as soon as possible (after ACHE approval) with existing resources since we already teach all of the courses in these options. We are working with faculty members in other departments in the College that already teach courses or parts of courses or have research interests in systems engineering to develop a plan to cover the Systems option-specific courses. We believe that through these efforts, we will be able to offer the Systems option without adding faculty; however planned future hires may include a faculty member in systems engineering due to expanding research in this area. To offer the Product Innovation option, we will have to expand the Thomas Walter Center to include graduate level courses that can be taught in conjunction with our Business-Engineering-Technology (B-E-T) minor courses. There are currently around 50 students enrolled in that minor. The additional resources for those courses may come from redirecting current resources in the Colleges of Engineering and/or Business. Additional teaching assistantships that may be required by the new program will be funded from tuition dollars. No additional facilities or equipment are envisioned for the program at this time. Existing library facilities are adequate to support the program.

Recommendation: We recommend that the proposed Master of Engineering Management degree be approved by the Offices of the Provost and the President and be forwarded to the Board of Trustees and the Alabama Commission on Higher Education for review and approval.

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Master of Engineering Management

Master of Engineering Management – Manufacturing Option (Online)		
YEAR	FALL SEMESTER	SPRING SEMESTER
1	INSY 6806 Lean Production	INSY 6606 Manufacturing and Production Economics
2	INSY 7086 Human Factors Engineering	INSY 6XX6 Elective
3	BUSI 7146 Organization Leadership, Ethics and Change	INSY 6XX6 Elective
4	INSY 6846 Control of the Manufacturing Floor & Processes INSY 6XX6 Elective	INSY 6336 Data Based Decision Making Using Six Sigma INSY 7986 Master's in Industrial and Systems Engineering Project
		Total Credits 30

Master of Engineering Management – Occupational Safety and Ergonomics (Online)		
YEAR	FALL SEMESTER	SPRING SEMESTER
1	INSY 6806 Lean Production	INSY 6606 Manufacturing and Production Economics
2	INSY 6016 Safety Engineering I INSY 7086 Human Factors Engineering	INSY 7026 Safety Engineering II
3	INSY 7066 Ergonomics I	INSY 7076 Ergonomics II
4	BUSI 7146 Organization Leadership, Ethics and Change INSY 7056 Industrial Hygiene	INSY 7986 Master's in Industrial and Systems Engineering Project
		Total Credits 30

Master of Engineering Management – Product Innovation (Online)		
YEAR	FALL SEMESTER	SPRING SEMESTER
1	INSY 6806 Lean Production	INSY 6606 Manufacturing and Production Economics
2	INSY 7736 Product Design, Development and Test	MNGT 7166 Strategic Management of Innovation and Technology
3	INSY 7086 Human Factors Engineering	INSY 7746 Product Launch, Manufacturing, and Deliver
4	BUSI 7146 Organization Leadership, Ethics and Change INSY 7716 Life Cycle Engineering	INSY 7756 Intellectual Property, Legal, and Venture Capital INSY 7986 Master's in Industrial and Systems Engineering Project
		Total Credits 30

Master of Engineering Management – Systems (Online)		
YEAR	FALL SEMESTER	SPRING SEMESTER
1	INSY 6806 Lean Production	INSY 6606 Manufacturing and Production Economics
2	INSY 7726 Systems Engineering I	INSY 7716 Life Cycle Engineering
3	INSY 7086 Human Factors Engineering INSY 6XX6 Elective	MNGT 7166 Strategic Management of Innovation and Technology
4	BUSI 7146 Organization Leadership, Ethics and Change	INSY 6XX6 Elective INSY 7986 Master's in Industrial and Systems Engineering Project
		Total Credits 30

- All Classes are 3 semester hours.
- On-Campus Students will take the on-campus version of the classes and may take 3-4 classes per semester.
- Classes shaded in yellow will also be offered in summer semester so that students may graduate in 2-3 years instead of 4.

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED MASTER OF SCIENCE DEGREE IN ARCHITECTURE

WHEREAS, the College of Architecture, Design and Construction currently offers graduate programs leading to the Master of Landscape Architecture and the Executive Master of Real Estate Development, offered in collaboration with the Harbert College of Business; and

WHEREAS, the College has proposed the establishment of a Master of Science in Architecture degree for qualified individuals to acquire advanced theoretical knowledge and practical experience within the professional field of architecture and design; and

WHEREAS, a Master of Science in Architecture would support the professional development of students interested in acquiring community-based design practices, specifically the advancement of energy-efficient designs and sustainable buildings for underserved communities; and

WHEREAS, the proposed degree would offer students an option in Public Interest Design, enabling them to work directly with the School of Architecture, Planning and Landscape Architecture's award-winning Rural Studio program; and

WHEREAS, the College will provide the resources needed to establish this program; and

WHEREAS, the request to establish a Master of Science in Architecture with an option in Public Interest Design has been endorsed by the Dean of the College of Architecture, Design and Construction, the Graduate Council, the Provost, and the President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the establishment of a Master of Science in Architecture with an option in Public Interest Design be approved and submitted to the Alabama Commission on Higher Education for review and approval.



AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

October 10, 2016

MEMORANDUM TO: Jay Gogue
President

FROM: Timothy R. Boosinger *Tim R. Boosinger*
Provost and Vice President for Academic Affairs

SUBJECT: Agenda Item for the Board of Trustees –
Proposed Master of Science Degree in Architecture

I am writing to request that the following item be added to the Board of Trustees' agenda for the **November 18, 2016** meeting.

Proposal: The College of Architecture, Design, and Construction is proposing establishment of a Master of Science Degree in Architecture (CIP 04.0201).

Review and Consultation: Faculty in the College initiated this graduate level degree program for qualified individuals who hold an undergraduate degree in architecture or a similar program and are interested in pursuing a graduate degree.

As part of the degree, the unit proposes an option in Public Interest Design that will offer students a course of study in sustainable design approaches, applications, and practices. Students will also engage in outreach through the School of Architecture, Planning and Landscape Architecture's nationally recognized Rural Studio program. As they work in the Rural Studio, students will participate in interdisciplinary teams charged with developing innovative design approaches that will support underserved communities. The College predicts an average enrollment of 16 students annually. While the College plans to utilize existing faculty and redirect resources to support the costs to administer the program, the unit will provide any additional funds required.

Recommendation: It is recommended that the Board approve the proposed Master of Science Degree in Architecture. The proposed degree was reviewed and approved by Auburn University's Graduate Council in fall 2016, and has been approved by both the College of Architecture, Design and Construction and the Provost. If approved by the Auburn University Board of Trustees, the proposed option will be forwarded to the Alabama Commission on Higher Education (ACHE) for review and approval.



SCHOOL OF ARCHITECTURE,
PLANNING, AND LANDSCAPE ARCHITECTURE

TO: Dr. Timothy Boosinger
Provost & Vice President for Academic Affairs

THROUGH: Dr. George Flowers *George T. Flowers*
Dean, Graduate School *Vini Nathan*

THROUGH: Dr. Vini Nathan
Dean, College of Architecture, Design and Construction (CADC)

FROM: Professor David Hinson *David Hinson*
Head, School of Architecture, Planning and Landscape Architecture
(APLA)

DATE: September 19, 2016

SUBJECT: Proposed Master of Science in Architecture, including a proposed
Option in Public Interest Design

We request that the following proposal be added to the Board of Trustees' agenda for the November 18, 2016 meeting.

Program Purpose and Description: The College of Architecture, Design and Construction (CADC) is proposing a new Master of Science in Architecture, with an option in Public Interest Design. This post-professional degree will be offered to graduates of professional degree programs in architecture and allied disciplines. The MS in Architecture program is designed to provide advanced training for students and professionals who are seeking in-depth, design-based research in specialized aspects of architectural practice that are not offered in traditional accredited degree programs. The MS in Architecture with an Option in Public Interest Design will be offered through the School of Architecture, Planning and Landscape Architecture's Rural Studio program, located in West Alabama.

Justification for Request: The proposed MS in Architecture with an Option in Public Interest Design will address areas of design and practice associated with pressing social issues such as affordable housing, community buildings and community infrastructure, energy-efficient design and the design of sustainable buildings and communities. Upon completion, students will be prepared to work effectively within collaborative, interdisciplinary project teams for underserved communities.

Through its innovative work with Rural Studio, Urban Studio and other similar programs, the College of Architecture, Design and Construction has developed a national and international reputation as a best-practice exemplar for community-based design education. This widely recognized expertise has enabled the architecture program to

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offer the proposed post-professional degree, which promotes community-based learning. The School of Architecture, Planning and Landscape Architecture (APLA) envisions the MS in Architecture degree as a platform for additional options in the future, with the initial offering being the Option in Public Interest Design.

Demand for advanced degrees in architecture has been growing consistently over the past decade. The most recent surveys available from the Association of Collegiate Schools of Architecture (ACSA) show an increase or level growth in post-professional graduate degree programs (2014 survey), as well as a steady increase in applications to and enrollment in all types of architecture graduate programs, and consistently higher than average earnings for architects with graduate degrees (2015 -16 survey).

The proposed program has been endorsed by the faculty of the Architecture program, the CADC Curriculum Committee, and the Auburn University Graduate Council.

State Need: Currently Alabama and Mississippi are the only states in the Southeastern region of the United States that do not offer a master's-level degree in architecture. This is of particular concern in light of the fact that Alabama has one of the highest poverty rates in the United States (19.3% in 2015), and that architecture and community-based public interest design have the potential to contribute in a meaningful way to the solution of poverty-related issues. In 2016, the Federal Reserve hosted the nationwide invitation-only forum "The Future of Rural Communities: Implications for Housing," that addressed issues related to the role that dignified affordable housing solutions and community infrastructure play in a holistic approach to the alleviation of rural poverty. In recognition of its 20-year experience in related work in West Alabama, Auburn University's Rural Studio was one of the few academic programs invited to participate in this forum. The proposed MS in Architecture with an Option in Public Interest Design will allow Rural Studio and other APLA programs to expand and deepen their positive impact on Alabama's underserved communities.

Employment Opportunities: Graduates of the proposed program will be prepared to pursue professional opportunities in private practice, the public sector and academia in a number of fields related to architectural practice. This is because, in addition to the basic professional education and skills that prepare them for general practice, graduates will have expertise in several aspects of community service and community-based design, including community engagement, collaborative practice, design-build practice, and fund-raising and other development-related activities. Graduates of Auburn's B.Arch program who have participated in the community-based Rural Studio program consistently have a 100% employment rate, and also have access to much broader geographical and professional opportunities for employment than graduates of traditional architecture programs. The same advantages and opportunities for employment will be available to graduates of the proposed

advanced-level, post-professional degree in community-based, public interest design.

Student Demand – Enrollment Projections: The program projects an annual enrollment of 16 students. Many of these students will be graduates of Auburn's B.Arch program who are interested in broadening their experience at Rural Studio. In addition, the program consistently receives national and international inquiries concerning the availability of a Master's program that would allow students and professionals from outside Auburn to participate in the Rural Studio experience, and the proposed program is designed to accommodate these potential students as well.

Resource Requirements: The proposed degree will be supported by resources generated from additional tuition revenues and internal reallocation within CADC cost centers. Additional resources required include one currently open, unassigned faculty line, and three 25% FTE graduate assistantships.

Recommendation: We recommend that the proposed Master of Science in Architecture with an Option in Public Interest Design be approved by the Offices of the Provost and the President and be forwarded to the Board of Trustees and the Alabama Commission on Higher Education for review and approval.

Master of Science in Architecture

Option in Public Interest Design

Fall

Studio I: Project Initiation
6 CH

**Seminar in Collaborative Design
Methods and Process**
3 CH

Executive Issues I
3 CH

12 CH

Spring

Studio II: Project Development
6 CH

Seminar in Design Tectonics
3 CH

Executive Issues II
3 CH

12 CH

Summer

Studio III: Project Completion
6 CH

Seminar in Project Communications
3 CH

9 CH

Program Total CH: 33 CH

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED REVISIONS TO THE DOCTOR OF PHARMACY CURRICULUM

WHEREAS, the Harrison School of Pharmacy is committed to providing the highest quality instruction to its students by preparing patient-centered professionals to work in the fields of pharmacy and health care who are able to meet the critical needs of patients; and

WHEREAS, the School has proposed revisions to the Doctor of Pharmacy curriculum that supports the School's vision of transforming the field of pharmacy health care by advancing the practice and study of pharmacy; and

WHEREAS, the proposed curriculum revisions better reflect the evolving role of pharmacists as leaders in providing preventative health and wellness services and as health care educators; and

WHEREAS, the proposed curriculum revisions will better integrate courses in the sciences, pharmacy practice, and health outcomes disciplines, resulting in enhanced active and team based learning environments; and

WHEREAS, the proposed curriculum revisions align with new standards approved by the Accreditation Council for Pharmacy Education's *Practice Ready Vision* that places a stronger emphasis on producing Doctor of Pharmacy graduates who possess a more holistic set of abilities; and

WHEREAS, the requested revisions to the Doctor of Pharmacy curriculum have been endorsed by the Dean of the Harrison School of Pharmacy, the Graduate Council, the Provost, and the President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed revisions to the Doctor of Pharmacy curriculum be approved and submitted to the Alabama Commission on Higher Education for review and approval.




AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

October 11, 2016

MEMORANDUM TO: Jay Gogue
President

FROM: Timothy R. Boosinger 
Provost and Vice President for Academic Affairs

SUBJECT: Agenda Item for the Board of Trustees –
Proposed Revision to the Doctor of Pharmacy Curriculum

I am writing to request that the following item be added to the Board of Trustees' agenda for the **November 18, 2016** meeting.

Proposal: The Harrison School of Pharmacy is proposing a curricular revision of the professional Doctor of Pharmacy (PharmD) degree program.

Review and Consultation: Following a faculty-led review of the professional curriculum, the proposed revision recognizes the expanding responsibilities of pharmacists as both resources for preventative health and wellness services and as health care educators. Recognizing the need to prepare graduates who are “practice ready”, the revised curriculum maintains many areas addressed in the current PharmD curriculum while providing an increased emphasis on additional areas of the pharmacy profession, such as enhanced patient care, pharmacotherapy services, health education, patient interaction, and pharmacy management. These curricular changes support a greater integration of content areas and the transition from lecture-based courses to active learning, team-based activities.

The School's revised curriculum also supports new standards articulated by the Accreditation Council for Pharmacy Education's *Practice Ready Vision*. These revised standards place a greater emphasis on equipping pharmacists with a more holistic set of abilities measured through 10 key student learning outcomes. If approved, the revised curriculum would advance the School's mission of developing patient-centered thought leaders in pharmacy education who are committed to transforming health care and meeting the health care needs of patients and communities.

Recommendation: It is recommended that the Board approve the proposed curriculum revision of the professional Doctor of Pharmacy degree program. This proposal has been reviewed and approved by the Harrison School of Pharmacy, the Graduate Council, and the Provost. If approved by the Auburn University Board of Trustees, this proposal would be forwarded to the Alabama Commission on Higher Education (ACHE) for review and approval.

OFFICE
OF TEACHING,
LEARNING AND
ASSESSMENT



AUBURN UNIVERSITY

HARRISON SCHOOL
OF PHARMACY

TO: Dr. Timothy Boosinger
Provost & Vice President for Academic Affairs

THROUGH: Dr. George Flowers *George T. Flowers*
Dean, Graduate School

THROUGH: Dr. R. Lee Evans *R. Lee Evans*
Dean, Harrison School of Pharmacy

FROM: Daniel W. Surry, Ed.D. *Dan W. Surry*
Associate Dean for Curriculum & Assessment, Harrison School of Pharmacy

DATE: September 12, 2016

SUBJECT: Revisions to Doctor of Pharmacy (PharmD) Curriculum

We request that the following proposal be added to the Board of Trustees' agenda for their November 18, 2016 meeting.

Program Purpose and Description: The Doctor of Pharmacy (PharmD) degree has been awarded by the Auburn University Harrison School of Pharmacy since 2001. The four-year program is designed to facilitate the development of those abilities necessary for entry-level practitioners in various practice settings. These settings include retail and community pharmacies, ambulatory care settings, hospitals, long term care facilities, and academic positions in higher education, among many others. The PharmD program at Auburn University is fully accredited by the Accreditation Council for Pharmacy Education (ACPE).

Justification for Request: The Auburn University, Harrison School of Pharmacy, Doctor of Pharmacy program is being revised in order to better align with the new 2016 Standards by the Accreditation Council for Pharmacy Education (ACPE) and to be more in line with the School's *Practice Ready Vision* that was developed by the faculty. The 2016 ACPE Standards place an emphasis on producing Doctor of Pharmacy graduates who have a much broader and more holistic set of abilities than past graduates. In addition, ACPE is requiring that Doctor of Pharmacy students have much greater exposure to inter-professional education and co-curricular learning activities.

The School's *Practice Ready Vision* was developed and approved by the Harrison School of Pharmacy faculty in 2014. The *Practice Ready Vision* includes many areas that are part of the current PharmD curriculum and identifies those that should be given greater emphasis in order to produce outstanding *Practice Ready* pharmacists to meet future needs.

A detailed programmatic review that considered the 2016 ACPE Standards and the *Practice Ready Vision* determined that the existing PharmD curricular model was no longer sufficient to meet the needs of either the students or the profession. There were two primary areas that were identified for change. First, it was determined that the prevailing pedagogical philosophy of the current curriculum, predominately consisting of lecture-based classes, individuals working in isolation, and multiple-choice examinations, especially during the 1st

2 years of the curriculum, was not compatible with ACPE's call for greater emphasis on inter-professional education and co-curricular experiences. The revised PharmD curriculum will place a much greater emphasis on active learning, team-based activities, and authentic assessments.

Second, because most of the courses in the current PharmD curriculum are taught as isolated, content specific courses with little or no integration of the basic, administrative, and clinical sciences with pharmacy practice, it was determined that we needed to develop a way for content from various areas to be integrated from the student's first days in the program.

In summary, the job of a Pharmacist has been changing and expanding for many years. The pace of change and breadth of expanded responsibilities will increase at an even more rapid rate in the next decade and beyond. Pharmacists in the future will have to master a much broader skillset, will have to work much more cooperatively with other health care professionals, and will have to understand the Patient Care Process and overall health care system in a much deeper and more profound manner in order to meet the changing demands of the profession and respond to societal needs. As a result, traditional educational models and existing Pharmacy curricula are no longer sufficient. The revised Doctor of Pharmacy curriculum represents the Harrison School of Pharmacy's bold, reflective, and innovative attempt to respond to the changing role of the Pharmacist, meet new accreditation requirements, and to continue to produce outstanding *Practice Ready* Pharmacists for our state, region, nation, and beyond.

State Need: In March 2016, the last month for which data are available, the Aggregate Demand Index developed by the Pharmacy Workforce Center listed Alabama as having an ADI of 3.67, indicating a balanced to moderate demand for Pharmacists in the state (<http://pharmacym manpower.com/index.jsp>).

Employment Opportunities: According to the survey of the Harrison School of Pharmacy, Graduating Class of 2016, 82% of the class had accepted full time pharmacy-related positions at the time of graduation with an average stated starting salary of \$98,369, with most other graduates expected to be employed in pharmacy-related positions shortly after graduation. The average salary would be higher, but a number of 2016 graduates accepted post-graduate Residencies which, while prestigious, pay considerably less than other pharmacy-related positions. According to the United States Bureau of Labor Statistics, the job opportunities for Pharmacists are expected to increase nationwide by 3% between 2014 and 2024 with a net employment change of +9,100 jobs (www.bls.gov/ooh/healthcare/pharmacists.htm).

Student Demand – Enrollment Projections: The Doctor of Pharmacy program at the Auburn University Harrison School of Pharmacy currently enrolls approximately 600 students. These students are divided evenly between the four years of the curriculum. Approximately 500 students are based on the Auburn University Main Campus and 100 students are based at the school's satellite campus in Mobile, Alabama. The goal of the school is to continue to admit 150 highly qualified applicants each year for the foreseeable future.

Resource Requirements: No additional resources beyond those currently available will be required to implement the revised PharmD program.

Recommendation: We recommend that the proposed revision to the Doctor of Pharmacy degree be approved by the Offices of the Provost and the President and be forwarded to the Board of Trustees and the Alabama Commission on Higher Education for review and approval.

Organization of Courses in Proposed Revision to Doctor of Pharmacy Curriculum
Auburn University – Harrison School of Pharmacy

YEAR 1

FALL														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Integrated Learning Experience I (6 hrs)							WORKSHOP I (1 hr)	Integrated Learning Experience II (6 hrs)						
Longitudinal Experience I (3 hrs)														
Pharmacy Practice Experience I (2 hrs)														

* 1st year PharmD students come to campus 1 week early in the Fall for Orientation (1 credit hour)

SPRING

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Integrated Learning Experience III (6 hrs)							WORKSHOP II (1 hr)	Integrated Learning Experience IV (6 hrs)							
Longitudinal Experience II (3 hrs)															
Pharmacy Practice Experience II (2 hrs)															

YEAR 2

FALL														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Integrated Learning Experience V (6 hrs)							WORKSHOP III (1 hr)	Integrated Learning Experience VI (6 hrs)						
Longitudinal Experience III (3 hrs)														
Pharmacy Practice Experience III (2 hrs)														
Elective * (1 hr)														
Elective * (1 hr)														

SPRING

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Integrated Learning Experience VII (6 hrs)							WORKSHOP IV (1 hr)	Integrated Learning Experience VIII (6 hrs)						
Longitudinal Experience IV (3 hrs)														
Pharmacy Practice Experience IV (2 hrs)														
Elective * (1 hr)														
Elective * (1 hr)														

YEAR 3

FALL														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Integrated Learning Experience IX (6 hrs)							WORKSHOP V (1 hr)	Integrated Learning Experience X (6 hrs)						
Longitudinal Experience V (3 hrs)														
Pharmacy Practice Experience V (2 hrs)														
Elective * (1 hr)														
Elective * (1 hr)														

SPRING														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Integrated Learning Experience XI (6 hrs)							WORKSHOP VI (1 hr)	Integrated Learning Experience XII (6 hrs)						
Longitudinal Experience VI (3 hrs)														
Pharmacy Practice Experience VI (2 hrs)														
Elective * (1 hr)														
Elective * (1 hr)														

* Students must complete 6 total hours of electives during their 2nd and 3rd year in the PharmD program

YEAR 4

Clinical Rotations at Practice Sites Around the Region

Course Number	Title	Credit Hours
PYPD 9610	Community Pharmaceutical Care	5
PYPD 9620	Medicine I	5
PYPD 9640	Primary/Ambulatory Care I	5
PYPD 9650	Primary/Ambulatory Care II	5
PYPD 9660	Health System Practice	5
PYPD 9670	Practice Elective I	5
PYPD 9680	Practice Elective II	5
PYPD 9690 OR PYPD 9630	Drug Information - Selective OR Medicine II - Selective	5
PYPD 9700	Summative Experience	3

INSTITUTIONAL ADVANCEMENT COMMITTEE

AUBURN UNIVERSITY ENDOWMENT PORTFOLIO UPDATE


Time will be allocated for the Auburn University Endowment Portfolio Update.



AUBURN UNIVERSITY
OFFICE OF THE PRESIDENT

October 17, 2016

MEMORANDUM TO: President Jay Gogue

FROM: Donald L. Large, Jr. 

SUBJECT: Board of Trustees Agenda Item

- Auburn University Endowment Portfolio Update

PROPOSAL:

It is proposed that the Institutional Advancement Committee of the Board of Trustees be presented an update from endowment manager, Prime Buchholz who provides management consulting services for Auburn University and the Auburn University Foundation endowments.

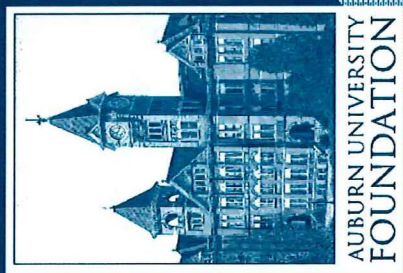
BACKGROUND AND INFORMATION:

Auburn University contracts with the Auburn University Foundation to manage the university's endowment portfolio. While maintaining its fiduciary responsibility for ownership of the Auburn University endowments by establishing investment and spending policies, the Board of Trustees delegates authority to the Auburn University Foundation for the day-to-day management of the endowment portfolio. This includes development of investment strategies, tactical allocation among approved asset classes, strategies within asset classes, and investment manager selection and termination. In order to facilitate communication and reporting between the Auburn University Board of Trustees and the Auburn University Foundation Investment Committee, a member of the Auburn University Board serves on the Auburn University Investment Committee. Attachment 1 provides various summary information regarding goals and responsibilities of the Endowment Investment process.

RATIONALE FOR RECOMMENDATION:

The Board of Trustees should periodically receive reports from the university endowment manager. We are recommending the November 2016 meeting as an appropriate opportunity for the proposed reporting.

c: Grant Davis
Jane Parker
Gena Isbell



ENDOWMENT INVESTMENT REVIEW

November 18, 2016

Long-Range Goals

- To earn a total investment return, with prudent levels of risk, which maintains the purchasing power of the endowment and supports the endowment's mission.
- To provide consistent annual payouts in support of the university's programs.

Investment Fund Responsibility

Matrix

Auburn University Foundation Investment Committee:

- Develop and recommend Investment and Spending Policies
- Evaluate and select Investment Consultant
- Approve Asset Allocation policy changes
- Approve investment managers and custodian changes
- Monitor investment performance and liquidity with report to the Board

Investment Fund Responsibility

Matrix

Investment Consultant, Prime Buchholz (hired 2003):

- Provide market overview regarding investment opportunities/risks
- Recommend Investment Policy and Asset Allocation changes
- Conduct due diligence on current and prospective investment managers
- Evaluate fund and manager performance, maintain manager watch list, and report to the Investment Committee
- General support to the committee and Investment Office
- Primary contact: Greg Desisto

Investment Fund Responsibility

Matrix

Auburn University Foundation Board:

- Approve Investment Policy and Spending Policy as recommended by the Investment Committee
- Receive periodic reports from the Investment Committee regarding Fund investment performance



**Investment Consultant to Auburn University
and Auburn University Foundation**

November 2016

Pease International Tradeport, 273 Corporate Drive, Portsmouth, NH 03801 T: 603.433.1143 F: 603.433.8661

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Firm Overview

SUMMARY

Full service, **independent**, institutional investment consulting firm established in 1988.

SEC registered investment advisor since inception.

Headquartered in Portsmouth, NH with offices in Boston and Atlanta.

Advise more than 270 full-retainer clients.

115+ employees – approximately 60 experienced investment professionals.

Full range of service offerings.

CLIENTS SERVED

Private and Public Foundations

Educational Endowments

Cultural and Faith-Based Organizations

Health Care and Insurance

Pensions

Private Wealth

DIFFERENTIATORS

Independence

Unbiased investment advice; no outside influences; all revenues are derived from services provided to clients' investment programs.

Experience

Principals possess a unique combination of institutional investment experience in investment consulting, client fund management, and institutional finance; Principals average 26 years of experience—no junior consultants.

Stability

Firm is Principal-owned; no departure of owner Principals since inception; consultant teams stay constant, providing clients a stable and direct relationship with their service team.

Client Service

Serve as a comprehensive, open-ended resource; responsive to unique requirements and needs; two assigned principals provide consistency in the investment approach and increased senior-level service coverage.

Value-Added

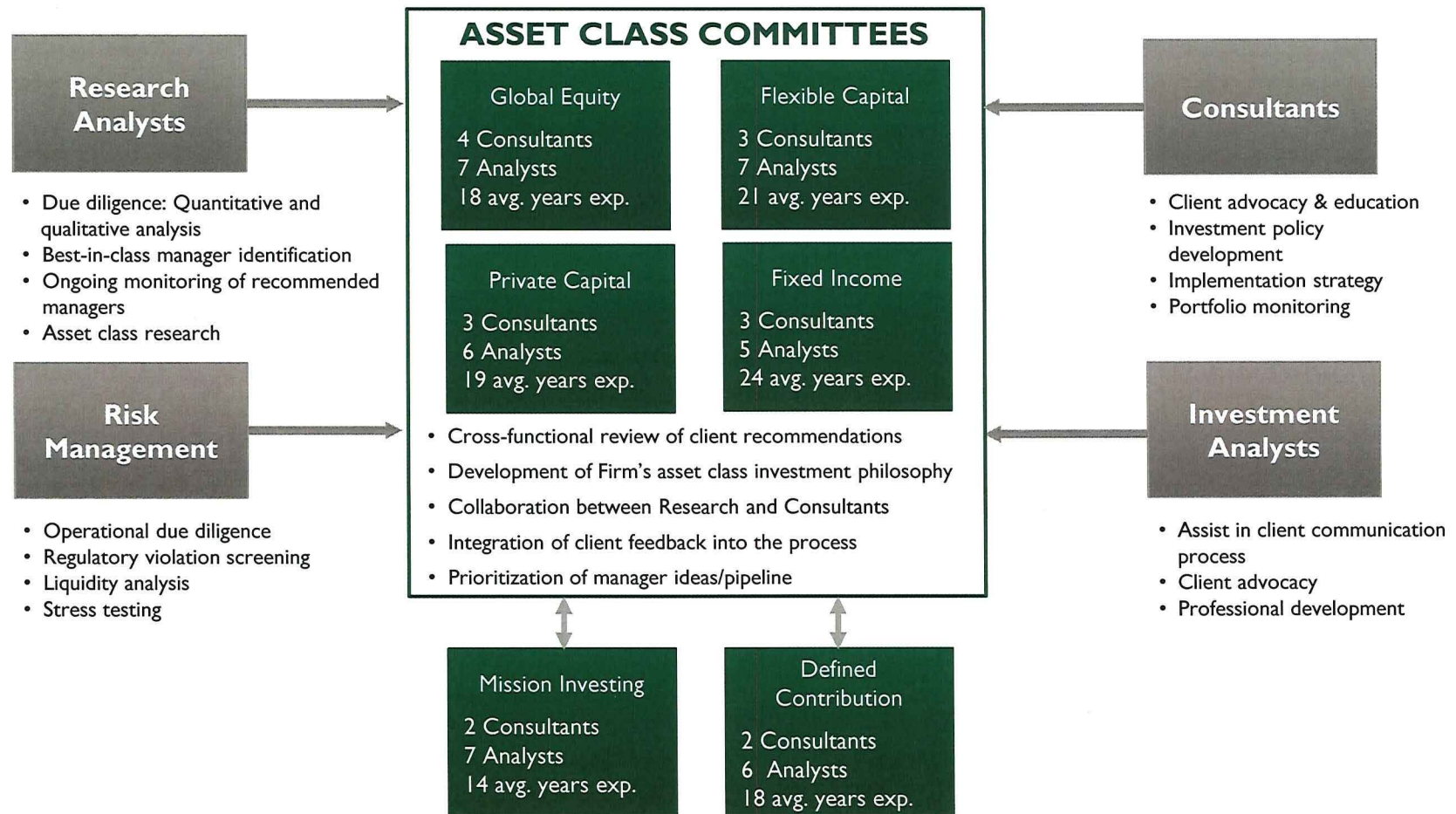
Disciplined investment process designed to control risk through asset allocation, diversification, and rigorous manager selection/evaluation.



Investment Decision Framework

INVESTMENT COMMITTEE

The Investment Committee guides Prime Buchholz investment philosophy and process; decisions are implemented through four Asset Class Committees (“ACCs”). The ACCs are responsible for asset class implementation philosophy and the oversight of manager recommendations and the due diligence process. The ACCs further support the Firm’s Mission Investing and Defined Contribution Committees



Substantial Investment Industry Experience

Name	Joined Firm/Yrs in Industry	Previous Experience
Jon Prime, Founder & Principal/Consultant	1988 49	Wellesley Group, Inc., Swarthmore College, St. Louis University, Rochester Institute of Technology
James Buchholz, Founder & Principal/Consultant	1988 49	Washington University, University of Missouri System, Rochester Institute of Technology, The American Council on Education
William McCarron, Managing Principal & President	1990 32	New England Pension Consultants, Boston Safe Deposit & Trust, Wellesley Group, Inc.
Gregory DeSisto, CFA, Managing Principal	1993 29	Boston Safe Deposit & Trust
Gregory Johnson, CFA, Managing Principal	1993 26	State Street Bank and Trust Co.
Jessica Patten, CFA, Head of Flexible Capital	1994 22	Prime Buchholz
Marshall Raucci, Jr., Managing Principal	1996 38	Fleet Investment Service
Karen Labenski, CFA, CAIA, Director of Information Sys.	1997 19	Prime Buchholz
G. Matthew Berardino, CIPM, Director of Client Services	1999 18	Investors Bank & Trust.
Jeffrey Croteau, CFA, Managing Principal	2000 19	Mercer Investment Consulting
Cassandra Binette, CFA, Consultant	2000 18	Mellon Financial
Ryan O'Quinn, CFA, Principal/Consultant	2001 20	John Hancock, The Vanguard Group
Ben Riordan, Managing Principal	2003 29	Commonfund, Merrill Lynch, Pitney Bowes, Inc.
Sean Higman, Principal/Consultant	2003 29	Mpower Communications Corp., RGS Energy Group
Rick Morrison, CFA, Dir. of Investment Strategy	2004 22	Harvard Management Company, Fidelity Investments
Kristin Girald, Head of Global Equity	2005 16	Putnam Investments, Legg Mason Wood Walker
Alice DonnaSelva, CFA, Consultant	2005 15	Whitegate Investment Counselors
Kate Dumas, CFA, Consulting Analyst	2005 16	Deutsche Bank, AG, Mellon Trust
Thomas Lupone, Principal/Consultant	2006 21	Credit Suisse, Cambridge Associates, LLC
Brian Matthews, CFA, CAIA, Head of Fixed Income	2006 19	Wellington Management Co., State Street Research & Mgmt Co.
George Hauptfuhrer, CFA, Principal/Consultant	2006 36	Invesco
Michael Soares, Principal/Consultant	2006 21	Batterymarch Financial Management
Jared Fuller, CAIA, Head of Non-Marketable	2007 18	Harvard Management Company
John Kane, CFA, Consultant	2007 18	State Street Global Advisors
Michael Toland, CFA, Director of Risk Management	2010 22	Redbrick Capital Management, L.P., Harvard Management Company
Ian MacPherson, CFA, CAIA, Consultant	2011 12	Wells Fargo Family Wealth

AUDIT & COMPLIANCE COMMITTEE

RESOLUTION

REVISIONS TO INTERNAL AUDITING DEPARTMENTAL CHARTER

WHEREAS, Auburn University Internal Auditing was reorganized into the Office of Audit, Compliance & Privacy in 2015; and

WHEREAS, professional standards and best practices require a Board approved departmental charter reflecting these changes; and

WHEREAS, revisions to the departmental charter are recommended by the Associate Vice President of Audit, Compliance & Privacy and approved by the Executive Vice President and President.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the departmental charter for the Office of Audit, Compliance & Privacy attached as Exhibit A is approved.

Auburn University

Office of Internal Audit, Compliance & Privacy

Charter

Purpose and Scope

The Office of Internal Auditing, Compliance & Privacy (OACP) is an independent appraisal consisting of two distinct yet related disciplines which to examine and evaluate the activities of the University as a service to management and the Board of Trustees. ~~OACP Internal Auditing~~ assists management in accomplishing their objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and governance processes so that:

- University assets are safeguarded;
- Information is accurate and reliable;
- University policies and procedures and external laws and regulations are followed;
- Resources are used efficiently and economically;
- Operations and programs are being carried out as planned and results are consistent with the University's objectives;
- Significant legislative or regulatory issues impacting the University are recognized and addressed properly.

Reporting Structure and Independence

To provide independence the Associate Vice President of OACP shall report functionally to the Audit & Compliance Committee of the Board of Trustees and administratively to the University President. OACP employees shall have organizational independence and strive to carry out their responsibilities with professional objectivity.

Authority and Responsibility

OACP Internal Auditing is authorized to have full, complete and unrestricted access to all University records, physical properties, and personnel relevant to an audit, compliance or privacy project or assignment. ~~Internal Auditing~~ OACP will handle any documents and information obtained or reviewed during an assignment in a prudent and responsible manner.

OACP shall maintain the University's anonymous reporting system whereby stakeholders may report instances of fraud, ethics or compliance related concerns. OACP shall review all reports received and determine their appropriate disposition.

~~In fulfilling their responsibilities,~~ Internal auditing ~~Auditing~~ shall have the responsibility to:

- Develop a flexible annual audit plan using an appropriate risk-based methodology;
- Submit the annual audit plan to the Audit & Compliance Committee of the Board of Trustees for their input and ~~approval~~ consideration;
- Plan and perform audits and reviews as noted on the audit schedule;
- Perform special administrative requests, special projects, investigations and consulting services as requested by management and deemed high risk by the ~~Executive Director~~ Associate Vice President;
- Make recommendations for improvements to the systems of risk management, internal control and governance processes;
- Report the results of audit work to the appropriate level of management and the Audit & Compliance Committee;

- Provide an annual written report of audit activities to senior management and the Chair of the Audit & Compliance -Committee;
- Work with the external auditors and other agencies to seek to avoid redundancies in audit effort;
- Maintain appropriate professional development to ensure the staff has the skills and abilities to perform audit assignments;
- Keep the Audit & Compliance Committee and management aware of emerging trends regarding internal controls, risk management, governance and internal auditing;
- Strive to comply with the *International Standards for the Professional Practice of Internal Auditing and Code of Ethics* as issued by the Institute of Internal Auditing.

Compliance & Privacy shall have the responsibility to:

- Develop and implement a risk-based compliance work plan that addresses highest priority compliance areas;
- Periodically report compliance and privacy related activities to the Chair of the Audit & Compliance Committee;
- Collaborate with distributed compliance partners and senior leadership to improve campus compliance and ethics culture;
- Periodically convene Auburn University's Institutional Compliance Committee to provide broad oversight of university-related regulatory issues;
- Evaluate and respond to allegations of non-compliance and conduct reviews of reported issues; collaborating with Internal Auditing as appropriate;
- Strive to implement the best practices of effective compliance programs as stipulated in the U.S. Federal Sentencing Guidelines;
- Strive to adhere to the *Code of Ethics for Compliance and Ethics Professionals* as issued by the Society of Corporate Compliance and Ethics.


Approved by the Auburn University Board of Trustees
~~November 12, 2004~~ November 18, 2016



OFFICE OF AUDIT COMPLIANCE & PRIVACY

October 19, 2016

MEMORANDUM TO: Jay Gogue
President

FROM: Kevin Robinson 
Associate Vice President for Audit, Compliance & Privacy

SUBJECT: Agenda Item for the Board of Trustees
Update of Departmental Charter of Audit, Compliance & Privacy

I am writing to request that the following item be added the Board of Trustees' agenda for the November 18, 2016 meeting.

PROPOSAL: It is recommended that the Board approved departmental charter for Internal Auditing be updated to reflect our current structure as the Office of Audit, Compliance & Privacy.

RATIONALE: Professional audit standards followed by our office require a board approved departmental charter. The current charter was approved in 2009 and with our reorganization in 2015 this document is in need of modification. We'd like to update our charter to reflect current operations and bring us into compliance with professional standards prior to an external peer review in 2017.

RECOMMENDATION: It is recommended that the Board approve the updated charter attached to this correspondence. This provides clarity and updated terminology for current operations and standards.

Auburn University

Office of Audit, Compliance & Privacy

Charter

Purpose and Scope

The Office of Audit, Compliance & Privacy (OACP) is an independent appraisal consisting of two distinct yet related disciplines which examine and evaluate the activities of the University as a service to management and the Board of Trustees. OACP assists management in accomplishing their objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and governance processes so that:

- University assets are safeguarded;
- Information is accurate and reliable;
- University policies and procedures and external laws and regulations are followed;
- Resources are used efficiently and economically;
- Operations and programs are being carried out as planned and results are consistent with the University's objectives;
- Significant legislative or regulatory issues impacting the University are recognized and addressed properly.

Reporting Structure and Independence

To provide independence the Associate Vice President of OACP shall report functionally to the Audit & Compliance Committee of the Board of Trustees and administratively to the University President. OACP employees shall have organizational independence and strive to carry out their responsibilities with professional objectivity.

Authority and Responsibility

OACP is authorized to have full, complete and unrestricted access to all University records, physical properties, and personnel relevant to an audit, compliance or privacy project. OACP will handle any documents and information obtained or reviewed during an assignment in a prudent and responsible manner.

OACP shall maintain the University's anonymous reporting system whereby stakeholders may report instances of fraud, ethics or compliance related concerns. OACP shall review all reports received and determine their appropriate disposition.

Internal Auditing shall have the responsibility to:

- Develop a flexible annual audit plan using an appropriate risk-based methodology;
- Submit the annual audit plan to the Audit & Compliance Committee of the Board of Trustees for their input and consideration;
- Plan and perform audits and reviews as noted on the audit schedule;
- Perform special administrative requests, special projects, investigations and consulting services as requested by management and deemed high risk by the Associate Vice President;
- Make recommendations for improvements to the systems of risk management, internal control and governance processes;
- Report the results of audit work to the appropriate level of management and the Audit & Compliance Committee;

- Provide an annual written report of audit activities to senior management and the Chair of the Audit & Compliance Committee;
- Work with the external auditors and other agencies to seek to avoid redundancies in audit effort;
- Maintain appropriate professional development to ensure the staff has the skills and abilities to perform audit assignments;
- Keep the Audit & Compliance Committee and management aware of emerging trends regarding internal controls, risk management, governance and internal auditing;
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- Evaluate and respond to allegations of non-compliance and conduct reviews of reported issues; collaborating with Internal Auditing as appropriate;
- Strive to implement the best practices of effective compliance programs as stipulated in the U.S. Federal Sentencing Guidelines;
- Strive to adhere to the *Code of Ethics for Compliance and Ethics Professionals* as issued by the Society of Corporate Compliance and Ethics.

Submitted for Approval to the Auburn University Board of Trustees
November 18, 2016

ATTACHMENT A

EXECUTIVE COMMITTEE

RESOLUTION

PROPOSED ADDITION TO THE UNIVERSITY MISSION STATEMENT

WHEREAS, the Auburn University statement of mission must reflect the institution's purpose and accurately guide its operations; and

WHEREAS, to that end, the statement of mission should be periodically reviewed and updated; and

WHEREAS, the current Auburn University statement of mission was developed in 1995 and was approved by the Board of Trustees on March 20, 1997, and amended May 7, 2004; and

WHEREAS, an addition to the Auburn University statement of mission has been proposed following an informed process with participation from the University's stakeholders; and

WHEREAS, the proposed addition to the statement of mission reflects the university's desire to avow the importance of inclusion and diversity across all aspects of its mission and operations; and

WHEREAS, the proposed addition to the statement of mission aligns with the University's strategic goals and commitments to strengthen the institution by emphasizing the importance of inclusion and diversity; and

WHEREAS, the proposed change to Auburn University's statement of mission has been recommended by the Provost and approved by the President.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that Jay Gogue, President, or such other person as may be acting as President, be and the same is hereby authorized to revise the statement of mission for the institution by including the following statements:

Auburn University recognizes the importance of promoting an inclusive and diverse environment that supports the growth and success of all. We believe that the contributions of diverse cultures, ideas, and life experiences combine to create an enriched and engaged campus community for the Auburn Family.



AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

October 26, 2016

MEMORANDUM TO: Jay Gogue
President

FROM: Timothy R. Boosinger *Tim R. Boosinger*
Provost and Vice President for Academic Affairs

SUBJECT: Agenda Item for the Board of Trustees –Proposed Addition to the
Auburn University Mission Statement

I am writing to request that the following item be added to the Board of Trustees' agenda for the **November 18, 2016** meeting.

Proposal: It is recommended that the Board approve the proposed addition to the Auburn University Mission Statement.

Review and Consultation: Following the findings identified by the 2016 Campus Climate Study, a committee composed of student, faculty and staff representatives was charged with implementing the recommendations outlined for the University. This committee immediately identified the need for a statement within the University's mission statement that articulates Auburn's pledge to uphold principles of inclusion and diversity across all aspects of its mission. The following statements align with the University's strategic goals of strengthening our students' experiences and broadening Auburn's influence by serving new groups of students, and by emphasizing the academic importance of diversity:

Auburn University recognizes the importance of promoting an inclusive and diverse environment that supports the growth and success of all. We believe that the contributions of diverse cultures, ideas, and life experiences combine to create an enriched and engaged campus community for the Auburn Family.

Recommendation: It is recommended that the Board approve the addition of the aforementioned sentences to the Auburn University Mission Statement.

EXECUTIVE COMMITTEE

CONFIRMATION OF A BOARD MEMBER TO THE TRUSTEE SELECTION COMMITTEE

Time will be allocated for selection of a member of the Board to serve on the Trustee Selection Committee with the the President Pro Tempore or another trustee who he/she designates. This appointment will become effective immediately through the Annual June Meeting in 2017, or until the appointment or reappointment of a member.

EXECUTIVE COMMITTEE

PROPOSED AWARDS AND NAMINGS

Time will be allocated for proposed Awards and Namings.