



AUBURN UNIVERSITY
OFFICE OF THE PRESIDENT

January 23, 2012

MEMORANDUM TO: Board of Trustees

SUBJECT: February 3, 2012 Meeting

Enclosed are materials that comprise the proposed agenda for the Board of Trustees meetings February 2-3, 2012. Listed below is the tentative schedule; times and locations are subject to adjustment depending on length of individual meetings.

Thursday, February 2, 2012 - (107 Samford Hall, President's Office Board Room)

1:00 p.m. - Finance Workshop
2:00 p.m. - SACS Workshop
3:00 p.m. - Audit Committee

Friday, February 3, 2012 - (Library Tower, 10th Floor, East Room)

9:00 a.m. - Academic Affairs Committee
9:30 a.m. - Audit Committee
10:00 a.m. - Joint Committee Meeting/AUM and Finance Committees
10:30 a.m. - Property and Facilities Committee
11:00 a.m. - Executive Committee
11:10 a.m. - Regular Meeting of the Board of Trustees
(Proposed Executive Session - Library Tower, 10th Floor, North Room)
11:30 a.m. - Reconvene Regular Meeting of the Board of Trustees (East Room)
12:00 noon - Luncheon (Library Tower, 10th Floor, West Room)

We appreciate all you do for Auburn University and look forward to seeing you on Thursday and Friday, February 2-3, 2012. 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

Enclosure

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

RESOLUTION

APPROVAL OF MINUTES

WHEREAS, copies of the minutes of the Reconvened Meeting on Friday, November 18, 2011 have been distributed to all members of this Board for review.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees that the minutes of its November 18, 2011 meeting are hereby approved as distributed.

DRAFT SCHEDULE & AGENDA
AUBURN UNIVERSITY BOARD OF TRUSTEES
THURSDAY FEBRUARY 2, 2012 AND FRIDAY, FEBRUARY 3, 2012
10th FLOOR LIBRARY TOWER, AUM CAMPUS

THURSDAY, FEBRUARY 2, 2012
(President's Office Board Room, 107 Samford Hall)

1:00 p.m.	Finance Workshop (Dr. Large)
2:00 p.m.	SACS Workshop (Dr. Clark/Dr. Wheelan)
3:00 p.m.	Audit Committee (Dr. Large)

FRIDAY, FEBRUARY 3, 2012

- I. Committee Meetings (East Room, 10th Floor Library Tower)
**Committee Meetings will begin at 9:00 a.m. - - all other meetings are subject to change in starting time, depending upon the length of individual meetings.
- A. Academic Affairs Committee/Chairperson Thompson/9:00 a.m.
1. [Proposed Bachelor of Science in Organismal Biology](#) (Dr. Boosinger/Dr. Savrda)
 2. [Revision of the Bachelor of Science in Agronomy and Soils, Establishment of Formal Options](#) (Dr. Boosinger/Dr. Batchelor)
 3. [Proposed Graduate Certificate in Accountancy](#) (Dr. Boosinger/Dr. Hardgrave)
 4. [Proposed Accelerated Bachelor's/Master's Program in Hotel and Restaurant Management](#) (Dr. Boosinger/Dr. Henton)
 5. [Proposed Renaming and Restructuring of the PHD in Management](#) (Dr. Boosinger/Dr. Hardgrave)
 6. [Proposal to Establish the Aquaculture and Fisheries Business Institute](#) (Dr. Boosinger/Dr. Batchelor)
 7. [Proposal to Establish an International Hunger Institute at Auburn University Proposal](#) (Dr. Boosinger/Dr. Henton)
- B. Audit Committee/Chairperson Ginn/9:30 a.m.
1. [Review of Audited Financial Statements](#) (Dr. Large)
- C. Joint Committee Meeting/AUM and Finance/Chairpersons Newton and Lowder/10:00 a.m.
1. [Proposed Auburn University Main Campus Housing Rates for Academic Year 2012-2013](#) (Dr. Large/Mr. Ritenbaugh)

2. [Proposed Housing Rate Increases, Auburn University Montgomery](#) (John Veres)
3. [Proposed Bond Refunding\(s\) and New Borrowings](#) (Dr. Large)
4. [Tuition Discussion for Fall 2012](#) (Dr. Large)

D. Property and Facilities Committee/Chairperson Blackwell/10:30 a.m.

1. [Watson Field House Renovation: Olympic Sports Facility, Approval of the Facility Program, Budget, Funding Plan, Site and Schematic Design](#) (Mr. King)
2. [Relocation of Sports Medicine and other Team Spaces from the Coliseum, Approval of Project Initiation and Approval of Project Architect Selection](#) (Mr. King)
3. [Renovations to the Hill Residence Hall Complex , Approval of Construction Manager Selection](#) (Mr. King)
4. [Approval of the Comprehensive Campus Master Plan Consultant Selection](#) (Mr. King)
5. Status Reports (Mr. King)
 - A. [Current Status of New Construction/Renovation/Infrastructure, Budgets of \\$750,000 and Greater](#)
 - B. [Quarterly Report for Projects Costing More than \\$500,000 but Less than \\$750,000, First Quarter Fiscal Year 2012](#)
 - C. [Projects Status Report: January 4, 2012](#)
 - D. [Key Projects Memo: January 4, 2012](#)

E. Executive Committee/Chairperson Rane/11:00 a.m.

1. [Recognition of Aubie](#) (Mr. Rane)
2. Proposed Awards and Namings (Mr. Rane)

II. REGULAR MEETING OF THE BOARD OF TRUSTEES/11:10 A.M.

- A. Proposed Executive Session (North Room, 10th Floor Library Tower)

III. REGULAR MEETING OF THE BOARD OF TRUSTEES/11:30 A.M. (East Room, 10th Floor Library Tower)

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

12:00 P.M. – LUNCHEON – WEST ROOM, 10TH FLOOR LIBRARY TOWER

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED BACHELOR OF SCIENCE IN ORGANISMAL BIOLOGY

WHEREAS, the Department of Biological Sciences currently offers separate Bachelor's Degree Programs in Botany in Zoology; and

WHEREAS, a Bachelor of Science in Organismal Biology would provide a degree that focuses on the biological concepts surrounding the structure, function, ecology and evolution of both plants and animals; and

WHEREAS, the College of Sciences and Mathematics wishes to modify the curriculum for this degree program to establish three formal options in Ecology, Evolution, and Behavior; Conservation and Biodiversity; and Integrative Biology; and

WHEREAS, the proposed degree program combines the curricula and options currently offered in the Botany and Zoology programs; and

WHEREAS, establishing such a degree program would provide a comprehensive approach to the study of Organismal Biology by offering students three formal options; and

WHEREAS, upon approval of the Bachelor of Science in Organismal Biology, the programs in Botany and Zoology will be discontinued since the new program provides students the opportunity to acquire the fundamental knowledge and experience in both fields; and

WHEREAS, the proposed degree would utilize existing curricula and faculty and would not require any new resources; and

WHEREAS, the request to create this undergraduate degree has been endorsed by the Dean of the College of Sciences and Mathematics, the University Curriculum Committee, the Interim Provost, and the President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed BS in Organismal Biology from the College of Sciences and Mathematics be approved and submitted to the Alabama Commission on Higher Education for review and approval.

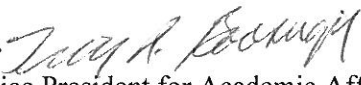


AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

December 15, 2011

MEMORANDUM TO: Jay Gogue
President

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

SUBJECT: Agenda Item for the Board of Trustees –
Proposed Bachelor of Science in Organismal Biology

I am writing to request that the following item be added to the Board of Trustees' agenda for the **February 3, 2012** meeting.

Proposal: The College of Sciences and Mathematics is proposing establishment of a new major in the Department of Biological Sciences, the Bachelor of Science Degree in Organismal Biology.

Review and Consultation: Faculty in the Department of Biological Sciences initiated this proposal to provide a unique degree that focuses on the biological concepts surrounding the structure, function, ecology and evolution of both plants and animals. The proposed major replaces the current degrees offered in Botany and Zoology by merging the curricula and options for both programs into one major. The Bachelor of Science in Organismal Biology will offer students three formal options in (1) Ecology, Evolution and Behavior, (2) Conservation Biology, and (3) Integrative Biology. Each of these options allows students to specialize in either plant or animal systems through utilizing existing courses available within the curriculum. The proposed degree does not require any additional resources and will be taught by existing faculty within both the Botany and Zoology programs.

Establishing this degree would prepare students for post-graduate programs while enabling them to pursue careers in highly demanded fields. Following completion of the necessary approval processes, the College of Sciences and Mathematics would begin offering the proposed degree in fall 2012.

Recommendation: It is recommended that the Board approve the proposed Bachelor of Science Degree in Organismal Biology. The proposed option was reviewed and approved by Auburn University's Curriculum Committee in fall 2011, and has been approved by both the College of Sciences and Mathematics and the Provost's Office. 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

OFFICE OF
UNDERGRADUATE STUDIES

December 14, 2011

TO: Timothy Boosinger
Interim Provost

FROM: Constance Relihan 
Associate Provost for Undergraduate Studies

SUBJECT: Agenda Item for the Board of Trustees – Proposed BS in Organismal Biology

I am writing to request that the following item be added to the Board of Trustees' agenda for their **February 3, 2012** meeting.

Proposal: The College of Sciences and Mathematics has requested the establishment of a new degree program, the **BS in Organismal Biology**, with three (3) formal degree options: the **Ecology, Evolution and Behavioral Option**; the **Conservation and Biodiversity Option**; and the **Integrative Biology Option**.

Review and Consultation: The degree program is proposed by the unit as a direct replacement for the existing majors in Botany and Zoology. This curricular revision is prompted by the disciplinary trend of placing emphasis on the fundamental common concepts rather than emphasizing specific taxonomies. The department also favors this structuring of the curriculum, as it believes that its students will benefit from the comprehensive approach facilitated by the new degree options. The proposal was reviewed by the Auburn University Curriculum Committee, and received its approval in Fall 2011.

Recommendation: It is recommended that the BS in Organismal Biology – with the three (3) formal degree options listed above – be approved, and forwarded to Auburn University's Board of Trustees for review and approval.



AUBURN UNIVERSITY

COLLEGE OF
SCIENCES AND MATHEMATICS

MEMO

TO: Constance Relihan, Associate Provost for Undergraduate Studies

FROM: Charles E. (Chuck) Savrda, Interim Dean, COSAM

DATE: December 9, 2011

SUBJECT: Proposed Biology Curriculum Changes

Attached you will find a memo from the Department of Biological Sciences requesting a change in their life-science curricula. Specifically, they propose merging existing curricula in Botany and Zoology (with their accompanying options) into a single curriculum in Organismal Biology with its accompanying options. As outlined in the memo from Dr. Feminella, this proposal makes good sense for several reasons. Since no new courses are being added, there should not be a need for any additional faculty or other resources.

I approve this request and urge you to submit it to other on-campus and off-campus agencies for their approval as well. Please let me know if you have any questions.

Cc. J. Feminella
L. Wit

AUBURN UNIVERSITY

Internal Memorandum

To: Dr. Constance Relihan, Associate Provost

Date: 8 December 2011

Through: Dr. Charles Savrda, Interim Dean of COSAM



From: Dr. Jack Feminella, Chair of Biological Sciences

Phone: 4-3906

Email: feminjw@auburn.edu



Subject: Proposed new DBS major (B.S. in Organismal Biology)

This is a request for consideration of a proposed new major in the Department of Biological Sciences (DBS), the B.S. in Organismal Biology. The DBS faculty in the subdisciplines of Botany and Zoology has had on-going discussions about updating these majors over recent years. The outcome of these discussions has been to consolidate these 2 majors into a single major, Organismal Biology, with 3 formal options (Ecology, Evolution, & Behavior; Conservation Biology; Integrative Biology). The goal of this consolidation and name change is to shift emphasis from the study of a particular taxon (animal or plant) to more fundamental biological concepts, including evolution, ecology, genetics, and cell biology that are common to the study of animal and plant groups. Foundational courses in these 3 formal options are required in all options in the renamed major. Students who currently would choose either the Ecology, Evolution & Behavior track or the Conservation and Biodiversity track in Botany or Zoology can now choose between these 2 formal options and then decide to specialize in the study of animals or plants. Both formal options provide students with abundant opportunity to specialize in plant or animal systems through their choice of elective courses. The third formal option (Integrative Biology) will provide students who in the past have chosen the Cellular and Molecular Biology track in Zoology or Botany with a strong foundation of chemistry, physics, and biology courses, and the opportunity to choose from several elective courses. This formal option will provide a strong foundation in several biology subdisciplines including ecology, evolution, biodiversity, physiology, and cellular, molecular and microbiology.

The DBS faculty feels strongly that these changes will 1) provide students with excellent preparation for a range of careers requiring a strong foundation and knowledge of common concepts, and 2) become increasingly relevant and increase in demand over time. Appropriate career paths for this new degree include a wide range of laboratory- and field-based research positions in environmental resource assessment, management, and conservation within federal, state, and private agencies or organizations. Equally importantly, the degree will provide a solid foundation for pursuing post-baccalaureate degrees at the Masters or Ph.D. level.

The curricular content in the options was developed initially by focus groups of DBS faculty with expertise in these fields. Content was subsequently merged into the degree program and subsequently reviewed and approved by the whole DBS faculty.

Thank you for your attention in this matter. Please contact me if I may provide any additional information.

Bachelor of Science in Organismal Biology Degree Curriculum (Proposed) with Formal Options:

- 1) Ecology, Evolution and Behavior
- 2) Conservation Biology
- 3) Integrative Biology

I. University Core Requirements for all three Options - 42 semester hours

ENGL 1100 English Composition I	(3)
ENGL 1120 English Composition II	(3)
CORE LITERATURE	(3)
CORE HISTORY	(3)
CORE LITERATURE OR HISTORY	(3)
CORE HUMANITIES (PHILOSOPHY)	(3)
CORE SOCIAL SCIENCE	(6)
CORE SOCIAL SCIENCE OR HUMANITIES	(3)
CORE FINE ARTS	(3)
MATH 1610 CALCULUS I	(4)
CHEM 1030/1031	(4)
CHEM 1040/1041	(4)

II. Common Coursework - Major/Supporting Courses for all three Options - 34 hrs.

The number of credit hours which count towards each Formal Option varies from 56 (Integrative Biology) to 63 (Ecology, Evolution and Behavior). The courses which are counted towards the option are indicated in Bold in each Curriculum Model. This variation reflects the differences in the amount of supporting coursework in each option. These formal options share a total of 23 hours of common coursework in specified required courses. In addition to that coursework they share a minimum of 11 additional credit hours of coursework in the Eco/Evol/Diversity electives group and Physiology elective group. Thus these three formal options share a minimum of 34 credit hours of coursework.

	Formal Option - required credit hours in each course or elective category		
Course	Ecology/Evolution /Behavior	Conservation Biology	Integrative Biology
BIOL 1020/1021 Prin. Biol.	4	4	4
BIOL 1030/1031 Org. Biol	4	4	4
BIOL. 3000 Genetics	4	4	4
BIOL 3030 Evol. & System.	3	3	3
BIOL 3060 Ecology	4	4	4

BIOL 4100 Cell Bio.	3	3	3
BIOL 4950 Undergrad. Sem.	1	1	1
Evol/Ecol/Diversity electives	14	14	7
BIOL 5240 An. Phy.or Physiology electives	4	8	4
Total Shared Credit Hours	41	45	34

The common coursework is highlighted on the curriculum models in yellow (green highlights indicate the physiology coursework).

ORGANISMAL BIOLOGY
Ecology, Evolution and Behavior Formal Option (EEBB)

FRESHMAN YEAR			
ENGL 1100 English Comp I	3	ENGL 1120 English Comp II	3
MATH 1610 Calculus I	4	MATH 1620 Calculus II	4
CHEM 1030 Fund Chemistry I	3	CHEM 1040 Fund Chemistry II	3
CHEM 1031 Fund Chem Lab I	1	CHEM 1041 Fund Chem Lab II	1
BIOL 1020 Principles of Biology	4	BIOL 1030 Organismal Biol	4
	15		15
SOPHOMORE YEAR			
PHYS 1000/1001 Found. Physics	4	CHEM 2030 Surv Organic Chem	3
CORE LITERATURE	3	CORE SOCIAL SCIENCE ²	3
CORE FINE ARTS	3	CORE HISTORY	3
CORE SOCIAL SCIENCE ²	3	BIOL 3030 Evolution and Systematics	3
BIOL 3000 Genetics	4	BIOL 3060 Ecology	4
	17		16
JUNIOR YEAR			
CORE HUMANITIES (PHILOSOPHY) ⁴	3	CORE SOCIAL SCIENCE OR HUM ³	3
CORE LITERATURE OR HIST ¹	3	Free Elective	3
Biology Elective⁶	3	STAT 2510 Stat Bio & Hlth Sci	3
BIOL 3200, 4010, 4020, or 3100⁵	4	BIOL 5370 Molecular Ecology	3
BIOL 4100 Cell Biology	3	BIOL 5130/5131 or 5210 or 5240	4
	16		16
SENIOR YEAR			
Eco/Evo/Diversity Electives⁶	7	BIOL 5650 Ethology	4
Cell/Mol/Microbiology Elective		BIOL 4950 Undergrad. Seminar	1
or Physiology Elective⁶	8	Eco/Evo/Diversity Electives⁶	7
	15		12

TOTAL HOURS 122

Long range schedules for COSAM courses are online at www.auburn.edu/cosam/students/

Courses in **BOLD** will be used to calculate GPA in major.

Options for courses labeled CORE are in the Auburn University Bulletin (www.auburn.edu/bulletin) under Core Curriculum.

¹ Students must complete a two-course sequence in either HIST or LIT (for example, World History 1 and 2 or American Lit 1 and 2). For complete HIST and LIT sequence options, see the Bulletin.

² Students who complete a HIST sequence other than HIST 1010 and 1020 should talk to an advisor about CORE SOC SCI choices.

³ If a LIT sequence is chosen, this course must be a CORE SOCIAL SCIENCE. If a HIST sequence is chosen, this course must be a CORE HUMANITIES.

⁴ Choose from PHIL 1010, 1020, 1030, 1040, 1050, 1060, 1070, 1080, 1090, 1100 or HONRS 1007 or 1017.

⁵ This elective in the junior year should be chosen with consideration of the elective courses to be taken in the senior year. Consult your faculty advisor.

⁶ Approved Biology electives are on the back of this sheet.

ORGANISMAL BIOLOGY
Conservation And Biodiversity Formal Option (CONB)

FRESHMAN YEAR			
ENGL 1100 English Comp I	3	ENGL 1120 English Comp II	3
MATH 1610 Calculus I	4	CHEM 1040 Fund Chemistry II	3
CHEM 1030 Fund. Of Chemistry I	3	CHEM 1041 Fund Chem Lab	1
CHEM 1031 Chem Lab	1	CORE HISTORY	3
BIOL 1020 Principles of Biology	4	CORE SOCIAL SCIENCE ²	3
		BIOL 1030 Organismal Biol	4
	15		17
SOPHOMORE YEAR			
CORE HUMANITIES (PHILOSOPHY) ⁴	3	CHEM 2030 Surv Organic Chem	3
CORE SOCIAL SCIENCE ²	3	CORE SOCIAL SCIENCE OR HUM ³	3
CORE FINE ARTS	3	CORE HISTORY OR LIT ¹	3
CORE LITERATURE	3	BIOL 3030 Evolution & System	3
BIOL 3000 Genetics	4	BIOL 3060 Ecology	4
	16		16
JUNIOR YEAR			
WILD 3280 Wildlife Mgmt	3	PHYS 1000/1001 Found Physics	4
WILD 3281 Wildlife Mgmt Lab	1	BIOL 4100 Cell Biology	3
ENTM 3040 Gen Entomology	4	BIOL 5240 Animal Physiology	4
BIOL 4020 Vert. Biodiversity	4	Eco/Evo/Diversity Elective⁵	3
BIOL 3100 Plant Biology	3		
	15		14
SENIOR YEAR			
BIOL 5090 Conservation Biol	3	STAT 2510 Stats. for Bio & Hlth Sci	3
BIOL 4010 Invert. Biodiversity	4	BIOL 4950 Undergrad Seminar	1
Eco/Evo/Diversity Elective⁵	4	BIOL 5120 Systematic Botany	4
Free Elective	3	Eco/Evo/Diversity Electives⁵	7
	14		15

TOTAL HOURS 122

Long range schedules for COSAM courses are online at www.auburn.edu/cosam/students/

Courses in **BOLD** will be used to calculate GPA in major.

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² Students who complete a HIST sequence other than HIST 1010 and 1020 should talk to an advisor about CORE SOC SCI choices.

³ If a LIT sequence is chosen, this course must be a CORE SOCIAL SCIENCE. If a HIST sequence is chosen, this course must be a CORE HUMANITIES.

⁴ Choose from PHIL 1010, 1020, 1030, 1040, 1050, 1060, 1070, 1080, 1090, 1100 or HONRS 1007 or 1017.

⁵ Approved Biology electives are on the back of this sheet.

ORGANISMAL BIOLOGY
Integrative Biology Formal Option (INGB)

FRESHMAN YEAR

ENGL 1100 English Comp I	3	ENGL 1120 English Comp II	3
MATH 1610 Calculus I	4	CHEM 1040 Fund Chemistry II	3
CHEM 1030 Fund Chemistry I	3	CHEM 1040 Fund Chem Lab	1
CHEM 1031 Fund Chem Lab	1	CORE HISTORY	3
BIOL 1020 Principles of Biology	4	BIOL 1030 Organismal Biol	4
	15		14

SOPHOMORE YEAR

CHEM 2070 Organic Chem I	3	CHEM 2080 Organic Chem II	3
CHEM 2071 Organic Chem I Lab	1	CHEM 2081 Organic Chem II Lab	1
CORE LITERATURE	3	CORE HISTORY OR LIT ¹	3
CORE CORE SOCIAL SCIENCE ²	3	BIOL 3000 Genetics	4
BIOL 3060 Ecology	4	BIOL 3030 Evolution & Systematics	3
	14		14

JUNIOR YEAR

PHYS 1500/1501 Physics I	4	PHYS 1510/1511 Physics II	4
BCHE 5180 Biochemistry I	3	BCHE 5190 Biochemistry II	3
BCHE 5181 Biochemistry I Lab	1	BCHE 5190 Biochemistry II Lab	1
CORE SOCIAL SCIENCE ²	3	CORE SOCIAL SCIENCE OR HUM ³	3
BIOL 3100, 3200, 4010, or 4020⁵	4	CORE HUMANITIES (PHILOSOPHY) ⁴	3
	15	BIOL 4100 Cell Biology	3
			17

SENIOR YEAR

CORE FINE ARTS	3	BIOL 4950 Undergrad Seminar	1
Eco/Evo/Diversity Electives⁶	7	Cell/Mol/Microbiology Electives⁶	7
Cell/Mol/Microbiology Elective⁶	4	Physiology Elective⁶	4
Biology Elective⁷	3	Biology Elective⁷	4
	17		16

TOTAL HOURS 122

Long range schedules for COSAM courses are online at www.auburn.edu/cosam/students/

Courses in **BOLD** will be used to calculate GPA in major.

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³ If a LIT sequence is chosen, this course must be a CORE SOCIAL SCIENCE. If a HIST sequence is chosen, this course must be a CORE HUMANITIES.

⁴ Choose from PHIL 1010, 1020, 1030, 1040, 1050, 1060, 1070, 1080, 1090, 1100 or HONRS 1007 or 1017.

⁵ This elective in the junior year should be chosen with consideration of the elective courses to be taken in the senior year. Consult your faculty advisor.

⁶ Approved Biology electives are on the back of this sheet.

⁷ Any BIOL course listed in the Organismal Biology electives may be used as a Biology elective.

Organismal Biology Major Electives

Ecology, Evolution, Biodiversity Electives

Biological Sciences

BIOL	3010	Comparative Anatomy
BIOL	3040	Biology of Marine Systems
BIOL	3075	Introduction to Oceanography
BIOL	3100	Plant Biology
BIOL	3101	Plant Biology Laboratory
BIOL	3200	General Microbiology
BIOL	4010	Invertebrate Biodiversity
BIOL	4020	Vertebrate Biodiversity
BIOL	4395	Marine Faunistic Ecology
BIOL	4425	Marine Fisheries Management
BIOL	4455	Marine Invertebrate Zoology
BIOL	4465	Parasites of Marine Animals
BIOL	4475	Marine Ichthyology
BIOL	4485	Marine Ecology
BIOL	4515	Marine Invertebrate Zoology
BIOL	4525	Dolphins and Whales
BIOL	4535	Coastal Zone Management
BIOL	4495	Comparative Histology of Marine Organisms
BIOL	4545	Coastal Ornithology
BIOL	4565	Marine Vertebrate Zoology
BIOL	4575	Marine Ecology
BIOL	5090	Conservation Biology
BIOL	5110	Parasitology
BIOL	5120	Systematic Botany
BIOL	5140	Plant Ecology
BIOL	5150	Community Ecology
BIOL	5160	Field Biology and Ecology
BIOL	5250	Microbial Evolution and Diversity
BIOL	5300	Plant Anatomy and Development
BIOL	5340	Protozoology
BIOL	5350	Behavioral Ecology
BIOL	5370	Molecular Ecology
BIOL	5360	Population Ecology
BIOL	5380	General Ichthyology
BIOL	5415	Salt Marsh Plant Ecology
BIOL	5425	Marine Botany
BIOL	5435	Coastal Vegetation
BIOL	5455	Marsh Ecology
BIOL	5475	Oceanology of the Gulf of Mexico
BIOL	5495	Marine Protozoology
BIOL	5510	Biogeography

BIOL	5525	Marine Behavioral Ecology
BIOL	5535	Marine Conservation Ecology
BIOL	5550	Wetland Biology
BIOL	5650	Ethology
BIOL	5740	Herpetology
BIOL	5750	Ornithology
BIOL	5760	Mammalogy

Animal & Dairy Sciences

ANSC	4100	Farm Animal Behavior
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Entomology and Plant Pathology

ENTM	4020	Economic Entomology
ENTM	4040	Insects Affecting Humans, Domestic Animals, and Wildlife
ENTM	5030	Insecticides in the Environment
ENTM	5140	Aquatic Insects
ENTM	5150	Arachnology
ENTM	5220	Insect Ecology
ENTM	5300	Systematic Entomology
ENTM	5330	Insect Pest Management
ENTM	5340	Urban Forest Insects
ENTM	5360	Landscape Entomology
ENTM	5370	Urban Entomology
ENTM	5440	Insect Morphology
PLPA	5200	Introductory Mycology

Forestry and Wildlife Science

WILD	4310	Wildlife Management Techniques
WILD	5280	Wildlife Ecology and Management I
WILD	5281	Wildlife Ecology and Management I Lab
WILD	5290	Wildlife Ecology and Management II
WILD	5291	Wildlife Ecology and Management II Lab

Fisheries and Allied Aquaculture

FISH	5220	Water Science
FISH	5320	Limnology

Mathematics

MATH	2660	Topics in Linear Algebra
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Cellular/Molecular/Microbiology Electives

Biological Sciences

BIOL	3020	Genomic Biology
BIOL	3200	General Microbiology

BIOL	4000	Histology
BIOL	4101	Cell Biology Lab
BIOL	4200	Clinical Microbiology
BIOL	4410	Vertebrate Development
BIOL	5130	Advanced Plant Physiology
BIOL	5131	Advanced Plant Physiology Lab
BIOL	5190	Cell and Molecular Signal Transduction
BIOL	5210	Microbial Physiology
BIOL	5220	Introductory Molecular Genetics
BIOL	5230	Virology
BIOL	5250	Microbial Evolution and Diversity
BIOL	5260	Prokaryotic Molecular Genetics
BIOL	5270	Host-Microbe Interactions
BIOL	5320	Plant Gene Expression
BIOL	5465	Marine Microbiology
BIOL	5500	Immunology
BIOL	5501	Immunology Lab
BIOL	5521	Gene Expression and Recombinant DNA Lab
BIOL	5660	Food Microbiology
BIOL	5700	Applied and Environmental Microbiology

Soils and Agronomy

AGRN	5060	Soil Microbiology
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Plant Pathology

PLPA	3000	General Plant Pathology
PLPA	5200	Introductory Mycology

Physiology Electives

Biological Sciences

BIOL	3010	Comparative Anatomy
BIOL	4000	Histology
BIOL	4410	Vertebrate Development
BIOL	5130	Advanced Plant Physiology
BIOL	5131	Advanced Plant Physiology Lab
BIOL	5210	Microbial Physiology
BIOL	5240	Animal Physiology
BIOL	5600	Mammalian Physiology

Animal Sciences

ANSC	3600	Reproductive Physiology
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ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

REVISION OF THE BACHELOR OF SCIENCE IN AGRONOMY AND SOILS,
ESTABLISHMENT OF FORMAL OPTIONS

WHEREAS, the College of Agriculture currently offers a Bachelor of Science in Agronomy and Soils; and

WHEREAS, following a review of the existing curriculum, the College of Agriculture wishes to modify the curriculum for this degree program to establish four formal options in Turfgrass; Science; Production; and Soil, Water, and Land Use; and

WHEREAS, the proposed revision would better reflect the department's course offerings and provide students with an enhanced curricular structure; and

WHEREAS, establishing the formal options would utilize existing curricula and faculty and would not require any new resources; and

WHEREAS, the request to revise this program has been endorsed by the Dean of the College of Agriculture, the University Curriculum Committee, the Interim Provost, and the President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the revised Bachelor of Science in Agronomy and Soils from the College of Agriculture be approved and submitted to the Alabama Commission on Higher Education (ACHE) as an item of information.




AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

December 15, 2011

MEMORANDUM TO: Jay Gogue
President

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

SUBJECT: Agenda Item for the Board of Trustees –
Proposed Revision of the Bachelor of Science in Agronomy and
Soils

I am writing to request that the following item be added to the Board of Trustees' agenda for the **February 3, 2012** meeting.

Proposal: The College of Agriculture is submitting a revision to the existing the Bachelor of Science in Agronomy and Soils.

Review and Consultation: Following a faculty-led revision of the BS in Agronomy and Soils, the programs four existing tracks are redefined as formal options in (1) Turfgrass, (2) Science, (3) Production, and (4) Soil, Water, and Land Use. The Soil, Water, and Land Use Option replaces the former Business Track; and each of the proposed options will provide students with a more efficient curricular structure. While each of the options will require students to complete a minimum number of common courses, each option provides courses unique to each area of study.

Recommendation: It is recommended that the Board approve the proposed revision to the BS in Agronomy and Soils. The proposal was reviewed and approved by the College of Agriculture and the University Curriculum Committee in fall 2011, and has received the approval of the Provost's Office. If approved by the Auburn University Board of Trustees, this proposed revision would be forwarded to the Alabama Commission on Higher Education (ACHE) for review and approval.




AUBURN UNIVERSITY

OFFICE OF
UNDERGRADUATE STUDIES

December 14, 2011

TO: Timothy Boosinger
Interim Provost

FROM: Constance Relihan
Associate Provost for Undergraduate Studies 

SUBJECT: Agenda Item for the Board of Trustees – Proposed Revision of BS in Agronomy and Soils

I am writing to request that the following item be added to the Board of Trustees' agenda for their **February 3, 2012** meeting.

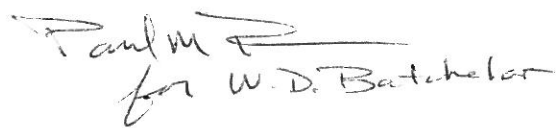
Proposal: The College of Agriculture has requested the revision of their existing BS in Agronomy and Soils, to establish four (4) formal degree options: the **Production Option**; the **Science Option**; the **Soil, Water, and Land Use Option**, and the **Turfgrass Option**.

Review and Consultation: The proposed revision and establishment of formal degree options is requested by the unit as a means of: 1) updating the program to better reflect the department's offerings; and 2) providing students with a broader range of choices in determining a plan of study. The department and college also believe that their students will benefit from the curricular efficiency enabled by the proposed degree program structuring. The proposal was reviewed by the Auburn University Curriculum Committee, and received its approval in Fall 2011.

Recommendation: It is recommended that the proposed revision to the existing BS in Agronomy and Soils – with the four (4) formal degree options listed above – be approved, and forwarded to Auburn University's Board of Trustees for review and approval.



To: Constance Relihan, Associate Provost for Undergraduate Studies
Chair, University Curriculum Committee

From: William D. Batchelor, Dean 

Date: November 2, 2011

Subject: Curriculum Revision in the B.S. in Agronomy and Soils (CIP Code 01.1199)

The faculty in the Department of Agronomy and Soils has proposed some curriculum revisions for the B.S. in Agronomy and Soils. We are requesting a review of these proposed changes. The most significant change is the development of program options. Previously, the program featured four program tracks. However, in compliance with the preferred nomenclature and curriculum design standards of the Alabama Commission on Higher Education, these tracks and the corresponding curricula have been redefined as options. The business program track has been eliminated and a new soil, water, and land use option is proposed. The proposed options meet the requirement that the 50 percent of the required courses in the major are common across options. Establishing the proposed formal options will utilize existing curricula and faculty and therefore will not require any additional resources.

B.S. in Agronomy and Soils	
Current Tracks	Proposed Options
Turfgrass Track	Turfgrass Option (<i>revised</i>)
Business Track	<i>Business track is eliminated</i>
Science Track	Science Option (<i>revised</i>)
Production Track	Production Option (<i>revised</i>)
	Soil, Water, and Land Use (<i>new</i>)

All supporting curriculum action forms and supporting documentation is provided.

AGRONOMY
AND SOILS



AUBURN UNIVERSITY
COLLEGE OF AGRICULTURE

April 6, 2011

Dr. William Batchelor
Dean, College of Agriculture
Auburn University, AL 36949

Dear Dr. Batchelor:

Please find attached proposal to change the Agronomy & Soils curriculum. Included are all forms and supporting paperwork. .

The change we are requesting is for changing tracks to options. Along with this change, we have updated the Turfgrass Option to eliminate MATH 1610 (Calculus) and add two new courses of instruction in the area of Turfgrass Management. Also as part of this, we propose to eliminate the Business Track and replace it with a new Option: Soil, Water and Land Use. There was great similarity between the Production Track and the Business Track, and with the opportunity now for students to Minor in Agribusiness, there was deemed to be little need for the Business Track. The Soil, Water and Land Use option on the other hand gives students much broader options in curriculum choices, and is more reflective of our departmental name. Within each of these four curriculum options, we have established at least 30 credits of major courses, indicated in boldface type. Sixteen of these credits are common across all options, and include AGRN 1000 (Basic Crop Science, 4 credits), AGRN 2040 (Basic Soil Science, 4 credits), STAT 2510 (Statistics for Biological Sciences, 3 credits), AGRN 4950 (Senior Seminar, 2 credits) and AGRN 5000 (Soils and Environmental Quality, 3 credits).

Sincerely,

Joseph T. Touchton
Professor and Head
Agronomy and Soils

Freshman Year

Fall	Spring	Summer	
BIOL 1020 Prin. Biology	4 BIOL 1030 Organ. Biology	4 ENGL 1120 English Comp II	3
CHEM 1030 Fund. Chem 1	3 CHEM 1040 Fund. Chem 2	3 Core History I	3
CHEM 1031 Chem Lab 1	1 CHEM 1041 Chem Lab 2	1 FLSP 1010 Elem Spanish	4
MATH 1130 Pre-Calc with Trig	3 ENGL 1100 English Comp I	3 Free Electives ²	3
AGRN 1000 Crop Science ¹	4 AGRN 2040 Basic Soil Science	4	

15

15

13

Sophomore Year

Fall	Spring	
Core Humanities (English Lit)	3 BIOL 3100 Plant Biology or	3
AGRN 3150 Turfgrass	4 HORT 3000 Grth & Dev Hort Pl	
AGRN 3120 Weed Science	4 CHEM 2030 Organic Chemistry	3
AGRN 3200 App Turf Mngt	3 Core History II	3
	ECON 2020 Microeconomics	3
	Core Social Science ⁴	3
	14	15

Junior Year

Fall	Spring	
Core Humanities	3 AGRN 3920 Internship	3
PLPA 3000 Plant Pathology	4	
AGRN 5000 Soil Env Qual	3	
BSEN 3560 Turf Syst Irriga Design	3	
Approved Humanities Choice ³	3	

16

3

Senior Year

Fall	Spring	
Plant/ Soil Science Elective	4 AGRN 5020 Nutrient Mngt	3
ACCT 2810 Fund Acct	3 Plant/ Soil Science Elective	3
STAT 2510 Stat for Biol Sci	3 AGRN 5160 Adv Turfgrass	3
Core Humanities (Fine Arts)	3 AGRN 5180 Sports Turf Mngt	3
AGRN 4950 Senior Seminar	2 ENTM 4020 Economic Entm	4
	UNIV 4@@0 Undergrad Grad	0

15

16

Total Hours: 122

¹ Courses in boldface type are major courses and require a 2.0 minimum GPA for graduation.

² Since there are very few free electives in this curriculum four hours of advanced ROTC can be substituted for any course not in the required Core or Major (boldface courses).

³ Students must select a Core Humanities course that satisfies SLO 3. See the 2011-2012 Bulletin or an advisor for a list of approved choices.

⁴ If History 1010 or 1020 is taken or FLGC 1150 or UNIV 2710 (HONR 2717) is taken, any social science course may be selected.

If none of these courses is taken, students must choose from ANTH 1000, SOCY 1000, GEOG 1010, PSYC 2010 or UNIV 2720 (HONR 2727) for at least one Core Social Science selection.

Select One Course From

Plant/Soils Electives:

HORT 2210 Landscape Gardening	AGRN 4000 Advanced Crop Production
HORT 3210 Sm Trees, Shrubs & Vines	AGRN 4010 Forage Prod & Util
HORT 3220 Arboriculture	AGRN 5000 Plant Genetics & Crop Imp
HORT 5210 Landscape Bidding	AGRN 5150 Soil Morphology
HORT 3280 Landscape Construction	AGRN 5080 Soil Res. & Cons

In effect Fall 2011
 Agronomy and Soils (AGRN)
 Science Option (proposed)

Freshman Year

Fall	Spring	
BIOL 1020 Principles of Biology	4 BIOL 1030 Organismal Biology	4
MATH 1130 Pre-cal w/ Trig	3 CHEM 1040 Fund. of Chem. II	3
AGRN 1000 Basic Crop Sci ¹	4 CHEM 1041 Fund. Of Chem. II Lab	1
CHEM 1030 Fund. Of Chem I	3 MATH 1610 Calculus I	4
CHEM 1031 Fund. Of Chem I Lab	1 ENGL 1100 English Composition I	3
Free electives ²	2	
	17	15

Sophomore Year

Fall	Spring	
ENGL 1120 English Composition II	3 Core Social Science ³	3
CHEM 2070 Organic Chemistry I	3 Core History II	3
CHEM 2071 Organic Chemistry I Lab	1 Core Humanities (English Lit)	3
AGRN 2040 Basic Soil Science	4 CHEM 3050 Analytical Chem	3
Core History I	3 CHEM 3051 Analytical Chem Lab	1
	STAT 2510 Stat for Biol Sci	3
	14	16

Junior Year

Fall	Spring	
AGRN 3120 Weed Science	4 PLPA 3000 Gen Plant Pathology	4
Approved Humanities choice ⁴	3 BIOL 3000 Genetics	4
ECON 2020 Princ. Of Microecon	3 AGRN 5150 Soil Morphology OR	
BIOL 3100 Plant Biology	3 BIOL 5120 Systematic Botany	4
BIOL 3101 Plant Biology Lab	1 PHYS 1500 General Physics I	4
	14	16

Senior Year

Fall	Spring	
BIOL 3200 General Microbiology	4 AGRN 4010 Prin Of Forage Prod OR	
Core Humanities (Fine Arts)	3 AGRN 4000 Adv. Crop Prod	3
ENTM 4020 Economic Entomology	4 AGRN 5020 Nutrient Mgmt	3
AGRN 5000 Soils and Envir Quality	3 Core Humanities	3
Free electives	1 Agronomy & Soils Elective ⁵	4
	AGRN 4950 Senior Seminar	2
	UNIV 4@@0 Undergrad Grad	0
	15	15

Total semester hours: 122

¹ Courses in boldface type are major courses and require a 2.0 minimum GPA for graduation.

² Since there are very few free electives in this curriculum five hours of advanced ROTC can be substituted for any course not in the required Core or Major (boldface courses).

³ If History 1010 or 1020 is taken or FLGC 1150 or UNIV 2710 (HONR 2717) is taken, any social science course may be selected.

If none of these courses is taken, students must choose from ANTH 1000, SOCY 1000, GEOG 1010, PSYC 2010 or UNIV 2720 (HONR 2727). for at least one Core Social Science selection.

⁴ Students must select a Core Humanities course that satisfies SLO 3. See the 2011-2012 Bulletin or an advisor for a list of approved choices.

⁵ Agronomy & Soils electives to be taken from courses approved by advisor.

Freshman Year

Fall	Spring	
BIOL 1020 Principles of Biology	4 BIOL 1030 Organismal Biology	4
MATH 1130 Pre-cal w/ Trig	3 CHEM 1040 Fund. of Chem. II	3
AGRN 1000 Basic Crop Sci ¹	4 CHEM 1041 Fund. Of Chem. II Lab	1
CHEM 1030 Fund. Of Chem I	3 MATH 1610 Calculus I	4
CHEM 1031 Fund. Of Chem I Lab	1 ENGL 1100 English Composition I	3
Free elective ²	1	

16 15

Sophomore Year

Fall	Spring	
ENGL 1120 English Composition II	3 CHEM 2030 Organic Chemistry	3
Core Social Science ³	3 Core History II	3
ACCT 2810 Fund. Of Acct. Princ.	3 Core Humanities (English Lit)	3
Core History I	3 AGRN 2040 Basic Soil Science	4
STAT 2510 Stat for Biol Sci	3 Core Humanities (Fine Arts)	3

15 16

Junior Year

Fall	Spring	
AGRN 3120 Weed Science	4 PLPA 3000 Gen Plant Pathology	4
Approved Humanities choice ⁴	3 AGRN 5150 Soil Morphology	4
ECON 2020 Princ. Of Microecon	3 AGRN 4000 Adv. Crop Science	3
BIOL 3100 Plant Biology	3 AGRN 5020 Nutrient Mgmt.	3
BIOL 3101 Plant Biology Lab	1 Free electives	1

14 15

Senior Year

Fall	Spring	
AGRN 5000 Soils and Envir Quality	3 AGRN 3150 Turfgrass Mgmt	4
AGEC 4000 Princ. Of Agribus. Mgmt	3 Core Humanities	3
AGRN 5080 Soil Resources & Conser	4 AGRN 4010 Prin. Of Forage Prod	3
AGRN 5100 Plant Gen. & Crop Imp	3 ENTM 4020 Economic Entomology	4
Free electives	2 AGRN 4950 Senior Seminar	2
	UNIV 4@@@0 Undergrad Grad	0

15 16

Total semester hours: 122

¹ Courses in boldface type are major courses and require a minimum 2.0 GPA for graduation.

² Six credits of advanced ROTC can be substituted for free electives and 3 credits of required courses not in the required Core or Major (boldface courses).

³ If History 1010 or 1020 is taken or FLGC 1150 or UNIV 2710 (HONR 2717) is taken, any social science course may be selected.

If none of these courses is taken, students must choose from ANTH 1000, SOCY 1000, GEOG 1010, PSYC 2010 or UNIV 2720 (HONR 2727).
 for at least one Core Social Science selection.

⁴ Students must select a Core Humanities course that satisfies SLO 3. See the 2011-2012 Bulletin or an advisor for a list of approved choices.

In effect Fall 2011
 Agronomy and Soils (AGRN)
 Soil, Water and Land Use Option (proposed)

Freshman Year

Fall	Spring	
BIOL 1020 Principles of Biology	4 BIOL 1030 Organismal Biology	4
MATH 1130 Pre-cal w/ Trig	3 CHEM 1040 Fund. of Chem. II	3
AGRN 1000 Basic Crop Sci ¹	4 CHEM 1041 Fund. Of Chem. II Lab	1
CHEM 1030 Fund. Of Chem I	3 MATH 1610 Calculus I	4
CHEM 1031 Fund. Of Chem I Lab	1 ENGL 1100 English Composition I	3

15 15

Sophomore Year

Fall	Spring	
CHEM 3050 Analytical Chem	3 Core Social Science ²	3
CHEM 3051 Analytical Chem Lab	1 Core History II	3
AGRN 2040 Basic Soil Science	4 ENGL 1120 English Composition II	3
Core History I	3 STAT 2510 Stat for Biol Sci	3
GEOL 1100 Physical Geology	4 CHEM 2030 Organic Chemistry	3

15 15

Junior Year

Fall	Spring	
AGRN 5000 Soils and Env. Qual.	3 AGRN 5150 Soil Morphology	4
Approved Humanities choice ³	3 GEOL 2100 Environmental Geology	4
ECON 2020 Princ. Of Microecon	3 PHYS 1500 General Physics I	4
AGRN 5300 Soil Chemistry	4 Free electives	3
Core Humanities (English Lit)	3	

16 15

Senior Year

Fall	Spring	
AGRN 5590 Soil Physics	4 AGRN 5060 Soil Microbiology	3
Core Humanities (Fine Arts)	3 AGRN 5061 Soil Microbiology Lab	1
Option course ⁴	4 GEOG 5830 GIS (Fall/Spring)	4
GEOL 5100 Hydrogeology	Core Humanities	3
or	Option course ⁴	3
FISH 5220 Water Science	3 AGRN 4950 Senior Seminar	2
	UNIV 4@@@0 Undergrad Grad	0

14 16

Total semester hours: 121

¹ Courses in boldface type are major courses and require a 2.0 minimum GPA for graduation.

² Since there are few free electives in this curriculum five hours of advanced ROTC can be substituted for any course not in the required Core or Major (boldface courses).

³ If History 1010 or 1020 is taken or FLGC 1150 or UNIV 2710 (HONR 2717) is taken, any social science course may be selected.

If none of these courses is taken, students must choose from ANTH 1000, SOCY 1000, GEOG 1010, PSYC 2010 or UNIV 2720 (HONR 2727) for at least one Core Social Science selection.

⁴Students must select a Core Humanities course that satisfies SLO 3. See the 2011-2012 Bulletin or an advisor for a list of approved choices.

⁵Option course to be taken from courses approved by advisor (list below).

Soil, Water and Land Use Option Courses

Designation	Name	Credit
AGRN 4200	Soil Judging (Fall)	2
AGRN 4210	Advanced Soil Judging (Spring)	2
AGRN 5020	Nutrient Management	3
AGRN 5080	Soil Resources and Conservation	4
AGRN 5400	Bioenergy and Environment	3
AGRN 5970	Special Problems	2
FISH 5220	Water Science (Fall)	3
GEOL 5100	Hydrogeology (Fall)	3
BIOL 3060	Principles Ecology	4
BIOL 5120	Systematic Botany	4

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED GRADUATE CERTIFICATE IN ACCOUNTANCY

WHEREAS, the College of Business wishes to provide individuals with the opportunity to acquire additional knowledge and skills to excel in the professional field of Accountancy; and

WHEREAS, a graduate certificate program would provide students with increased understanding and application of principles and theories within the field of accountancy and would benefit individuals preparing to complete the Uniform CPA Examination; and

WHEREAS, the establishment of a graduate certificate program in Accountancy would enable students and professionals from other relevant disciplines to enhance their professional credentials; and

WHEREAS, such a certificate program would utilize existing courses within the Master of Accountancy program and would not require any additional resources or faculty; and

WHEREAS, the request to create this graduate certificate has been endorsed by the Dean of the College of Business, the Graduate Council, the Interim Provost, and the President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed Graduate Certificate in Accountancy from the College of Business be approved, and forwarded to the Alabama Commission on Higher Education as an item of information.



AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

December 15, 2011

MEMORANDUM TO: Jay Gogue
President

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

SUBJECT: Agenda Item for the Board of Trustees –
Proposed Graduate Certificate in Accountancy

I am writing to request that the following item be added to the Board of Trustees' agenda for the February 3, 2011 meeting.

Proposal: It is recommended that the Board approve the proposed Graduate Certificate in Accountancy from the College of Business.

Review and Consultation: The faculty in the College of Business initiated this proposal to provide graduate-level coursework designed for students and professionals who desire to strengthen their understanding of accounting, wish to enhance their professional credentials, or are seeking to fulfill the accounting requirements for the Uniform CPA examination. Specifically, the certificate program utilizes existing courses available through the Master of Accountancy program and would offer courses designed to provide students with knowledge among diverse areas of study. The proposed certificate would offer a plan of study that would serve as an additional means of credentialing and allow the College of Business to market a desirable academic program.

The College of Business anticipates its annual enrollment in the Graduate Certificate in Accountancy Program to be approximately 45 students. If approved, the Graduate Certificate in Accountancy would become the 10th graduate certificate approved by the Board of Trustees.

Recommendation: The proposed Graduate Certificate would enable the College of Business to offer a substantive, marketable plan of study that appeals to a group of prospective students and professionals in the field of Accountancy. The proposal has been reviewed and approved by Auburn University's Graduate Council in fall 2011, and has received the approval of the Provost's Office. If approved by the Board of Trustees, this proposed certificate would be forwarded to the Alabama Commission on Higher Education (ACHE) as an item of information.



AUBURN UNIVERSITY

GRADUATE SCHOOL

December 14, 2011

TO: Timothy Boosinger
Interim Provost

FROM: George Flowers *George T. Flowers*
Dean of the Graduate School

SUBJECT: Agenda Item for the Board of Trustees – Proposed Certificate in Accountancy

I am writing to request that the following item be added to the Board of Trustees' agenda for their **February 3, 2012** meeting.

Proposal: The College of Business is proposing a Certificate in Accountancy.

Review and Consultation: The Certificate in Accountancy is being proposed as a means of providing graduate students with a means of acquiring the skills and knowledge necessary for several outcomes, including: meeting accreditation standards for collegiate-level teaching; professional development and advancement; preparation for the Uniform CPA examination, and enrichment of personal knowledge of accountancy practice and principles. The proposed certificate is a flexible, elective-based plan of study, which the unit believes will enhance the marketability of the program. The proposal was reviewed by Auburn University's Graduate Council and received its approval in Fall 2011.

Recommendation: It is recommended that the proposed Certificate in Accountancy be approved, and forwarded to Auburn University's Board of Trustees for review and approval.




COLLEGE OF BUSINESS

OFFICE OF THE DEAN

MEMORANDUM

TO: Dr. Timothy Boosinger, Interim Provost
208 Samford Hall
Auburn University

FROM: Bill Hardgrave, Ph.D. 
Dean and Wells Fargo Professor

DATE: December 15, 2011

RE: Graduate Certificate in Accountancy Program Request

I support the request from the School of Accountancy to offer a Graduate Certificate in Accountancy Program beginning Fall Semester 2012. The infrastructure for a Graduate Certificate in Accountancy Program is in place already. The School of Accountancy currently offers all graduate level accounting classes via distance learning through the Master of Accountancy Program. Formalizing the Certificate Program will allow the School of Accountancy to grow its graduate programs.

Consistent with both the teaching and research missions of Auburn University, the request to offer the Graduate Certificate in Accountancy Program will help us to expand and enhance the graduate programs of the College of Business. As a result, we respectfully request the approval of this program.

Thank you in advance for your consideration of this program.

415 WEST MAGNOLIA AVENUE

SUITE 516

AUBURN, AL 36849-5240

TELEPHONE:

334-844-4030

FAX:

334-844-4861



COLLEGE OF BUSINESS

SCHOOL OF ACCOUNTANCY

Date: December 15, 2011

To: Bill Hardgrave, Dean

From: DeWayne Searcy, School of Accountancy Director

RE: Graduate Certificate in Accountancy Program Request

The Graduate Faculty in the School of Accountancy requests approval to offer a Graduate Certificate in Accountancy Program beginning Fall Semester 2012. The infrastructure for a Graduate Certificate in Accountancy (Certificate Program) is in place already. The School of Accountancy currently offers all graduate level accounting classes via distance learning through the Master of Accountancy Program. By formalizing the Graduate Certificate in Accountancy Program, the School of Accountancy can grow its graduate programs and allow its students to seek reimbursement from their employers. Prospective candidates for this program work full-time and are seeking opportunities to advance within their current employer/organization, sit for the Uniform CPA exam, or expand their accounting knowledge base.

As a result, we respectfully request approval of a Graduate Certificate in Accountancy Program. Thank you in advance for your consideration of this program.

301 LOWDER BUSINESS BUILDING

AUBURN, AL 36849-5247

TELEPHONE:

334-844-5340

FAX:

334-844-5875

Graduate Certificate Program

Certificate Title: *Accountancy*

Offering Unit: *College of Business*

Credit Hours in Certificate: *18 c.h.*

On-Campus Approval: *Fall 2011*

Board of Trustees Approval: *February 2012*

ACHE Notification: *June 2012*

Effective Term: *Fall 2012*

Program Outline:	<u>Required Courses (18 c.h. from:</u>	<u>Credits</u>	<u>Approval Term</u>
	- ACCT 6136: <i>Advanced Accounting Topics</i>	(3 c.h.)	<i>Fall 2000</i>
	- ACCT 6316: <i>Advanced Auditing and Assurance Services</i>	(3 c.h.)	<i>Spring 2005</i>
	- ACCT 6426: <i>Income Tax II</i>	(3 c.h.)	<i>Fall 2000</i>
	- ACCT 6616: <i>Governmental and Not-for-Profit Accounting</i>	(3 c.h.)	<i>Fall 2000</i>
	- ACCT 6996: <i>Advanced Business Law</i>	(3 c.h.)	<i>Spring 2011</i>
	- ACCT 7116: <i>Research in Accounting</i>	(3 c.h.)	<i>Fall 2000</i>
	- ACCT 7326: <i>Financial Analysis and Valuation</i>	(3 c.h.)	<i>Fall 2007</i>
	- ACCT 7416: <i>Federal Tax Research</i>	(3 c.h.)	<i>Fall 2000</i>
	- ACCT 7426: <i>Corporate and Partnership Taxation</i>	(3 c.h.)	<i>Fall 2000</i>
	- ACCT 7516: <i>Integrated Accounting Applications</i>	(3 c.h.)	<i>Fall 2000</i>
	- ACCT 7976: <i>Advanced Special Topics in Accounting</i>	(3 c.h.)	<i>Fall 2007</i>

Program-Specific Courses: *No*

Related Programs: *MBA in Accountancy*

Additional Information: *This certificate draws upon courses that were already in Auburn University's catalog. The College of Business intends for this certificate to offer additional credentials to students currently enrolled in graduate-level programs, as well as to practicing professionals.*

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED ACCELERATED BACHELOR'S/MASTER'S PROGRAM IN
HOTEL AND RESTAURANT MANAGEMENT

WHEREAS, the College of Human Sciences currently offers exceptional academic programs leading to both the BS in Hotel and Restaurant Management and the MS in Nutrition with a Hotel and Restaurant Management Emphasis; and

WHEREAS, an accelerated plan of study would allow academically talented, upper-level undergraduates to enroll in courses eligible for graduate credit; and

WHEREAS, such a plan of study would allow successful students to earn both a BS and an MS within a five-year period; and

WHEREAS, this program would enhance the profile of the college by attracting students with excellent academic potential and increase the visibility of the program; and

WHEREAS, the request to create this Accelerated Bachelor's/Master's Program has been endorsed by the Dean of the College of Human Sciences, the Graduate Council, the University Curriculum Committee, the Interim Provost, and the President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed Accelerated Bachelor's/Master's Program in Hotel and Restaurant Management from the College of Human Sciences be approved and forwarded to the Alabama Commission on Higher Education for review and approval.

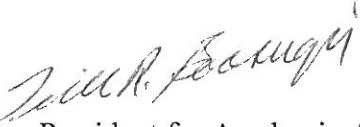


AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

December 15, 2011

MEMORANDUM TO: Jay Gogue
President

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

SUBJECT: Agenda Item for the Board of Trustees –
Proposed Accelerated Bachelor's/Master's Program in
Hotel and Restaurant Management/Nutrition

I am writing to request that the following item be added to the Board of Trustees' agenda for the February 3, 2011 meeting.

Proposal: It is recommended that the Board approve the proposed Accelerated Bachelor's/Master's Program in Hotel and Restaurant Management/Nutrition-HRMT emphasis. If approved, the degree program would combine the requirements for the Bachelor of Science in Hotel and Restaurant Management and the Master of Science in Nutrition with a Hotel and Restaurant Emphasis.

Review and Consultation: The College of Human Sciences initiated this proposal to encourage exceptional students to complete the requirements for the undergraduate degree in Hotel and Restaurant Management and the graduate degree in Nutrition with an emphasis in Hotel and Restaurant Management. The proposed degree supports the institution's strategic goals of identifying unique academic opportunities for talented students, and increasing the overall graduate student enrollment. The proposed ABM program will offer qualified students the opportunity to acquire greater knowledge and experience within the Hotel and Restaurant Management industry.

Following a review of the program's five-year plan, I am confident that students who successfully complete the requirements for both degrees will unquestionably enhance their own professional marketability. If approved, the program would also raise the profile of the College of Human Sciences, resulting in increased marketability of degree offerings in the included disciplines.

Recommendation: The proposal has been reviewed and approved by the College of Human Sciences, the University Curriculum Committee in fall 2011, the Graduate Council in spring 2011, and has received the approval of the Provost's Office. If approved by the Board of Trustees, this proposed degree would be forwarded to the Alabama Commission on Higher Education (ACHE) for review and approval.



AUBURN UNIVERSITY

GRADUATE SCHOOL

December 14, 2011

TO: Timothy Boosinger
Interim Provost

FROM: George Flowers *George T. Flowers*
Dean of the Graduate School

SUBJECT: Agenda Item for the Board of Trustees – Proposed ABM in Nutrition (Hotel and Restaurant Management)

I am writing to request that the following item be added to the Board of Trustees' agenda for their **February 3, 2012** meeting.

Proposal: The College of Human Sciences is proposing an Accelerated Bachelor's/Master's (ABM) in Nutrition, with a specific emphasis on Hotel and Restaurant Management (HRMT).

Review and Consultation: The **ABM in Nutrition (HRMT)** is being proposed as a means of providing motivated undergraduate students that have demonstrated academic success the opportunity to complete their undergraduate degree while earning credit toward a graduate degree. By allowing the student to earn both a bachelor's and master's degree in a condensed timeframe, the unit is presenting a desirable and marketable plan of study for current students that meet eligibility requirements, while enhancing their ability to recruit outstanding prospective students looking to major in the discipline. The proposal was reviewed by both the Auburn University Curriculum Committee and the Graduate Council, and received the approval of both groups in Fall 2011.

Recommendation: It is recommended that the proposed ABM in Nutrition (HRMT) be approved, and forwarded to Auburn University's Board of Trustees for review and approval.



AUBURN UNIVERSITY

OFFICE OF
UNDERGRADUATE STUDIES

January 4, 2012

To: Timothy Boosinger, Interim Provost

From: Constance C. Relihan, Associate Provost for Undergraduate Studies

Subject: Agenda Item for the Board of Trustees—Proposed ABM leading to a BS in Hotel and Restaurant Management and an MS in Nutrition with an emphasis in Hotel and Restaurant Management

I am writing to request that the following item be added to the Board of trustees' agenda for their February 3, 2012 meeting.

Proposal: The College of Human Sciences is proposing an **accelerated program leading to a Bachelor of Science degree in Hotel and Restaurant Management and a Master of Science degree in Nutrition with an emphasis in Hotel and Restaurant Management.**

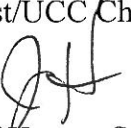
Review and Consultation: This proposal was reviewed and approved by the University Curriculum Committee at its November 10, 2011 meeting, and was subsequently also approved by the Graduate Council. The proposed program permits students to replace three required undergraduate courses with appropriate graduate courses, and it conforms to all previously established policies and requirements for accelerated bachelor's/master's programs. The program will provide an attractive option for academically strong and motivated students.

Recommendation: I recommend that the accelerated program leading to a Bachelor of Science degree in Hotel and Restaurant Management and a Master of Science degree in Nutrition with an emphasis in Hotel and Restaurant Management be forwarded to the Board of Trustees for approval.



MEMORANDUM

To: Dr. Constance Relihan
Associate Provost/UCC Chair

From: Dr. June Henton 
Dean, College of Human Sciences

Date: December 12, 2011

Re: Accelerated BS/MS in Hotel and Restaurant Management/Nutrition

The purpose of this memorandum is to request approval for an Accelerated B.S./M.S Program in Hotel and Restaurant Management/Nutrition – HRMT emphasis. The Accelerated B.S./M.S. in Hotel and Restaurant Management will provide for highly motivated and academically accomplished students to gain a depth of understanding of the hotel and restaurant industries beyond that of a typical bachelor's degree level graduate. It should make students more competitive in the job market and/or afford the option of further graduate study at the master's degree level. The program is designed to allow students to achieve a graduate degree in an accelerated period of time.

The program allows for 9 credit hours of graduate credit to count for undergraduate credit. Students with at least 46 semester hours but no more than 96 semester hours and a minimum 3.4 GPA will be eligible to apply for the program. Specific program guidelines are provided in the template for development of an Accelerated Bachelor's/Master's Program. Martin O'Neill (Department Head, Department of Nutrition, Dietetics, and Hospitality Management) will serve as the primary contact person for the Accelerated B.S./M.S. in HRMT program.

The proposal has been reviewed and approved by the College Curriculum Committee (approved November 3, 2011), the University Curriculum Committee (approved November 10, 2011), and the Graduate Council (approved December 7, 2011).

Thank you for your consideration of this request. If you require additional information, please contact me.

COLLEGE OF HUMAN SCIENCES

DEPARTMENT OF NUTRITION, DIETETICS,

AND HOSPITALITY MANAGEMENT

MEMORANDUM

To: Dr. June Henton
Dean, College of Human Sciences

From: Dr. Martin O'Neill *MOW-*
Nutrition, Dietetics, & Hospitality Management Department Head

Date: December 12, 2011

Re: Accelerated BS/MS in Hotel & Restaurant Management/Nutrition

The purpose of this memorandum is to request approval for the Accelerated B.S./M.S. Program in Hotel and Restaurant Management/Nutrition – HRMT emphasis. The Accelerated B.S./M.S. in Hotel and Restaurant Management will provide for highly motivated and academically accomplished students to gain a depth of understanding of the hotel and restaurant industries beyond that of a typical bachelor's degree level graduate. It should make students more competitive in the job market and/or afford the option of further graduate study at the master's degree level. The program is designed to allow students to achieve a graduate degree in an accelerated period of time.

The program allows for 9 credit hours of graduate credit to count for undergraduate credit. Students with at least 46 semester hours but no more than 96 semester hours and a minimum 3.4 GPA will be eligible to apply for the program. Specific program guidelines are provided in the template for development of an Accelerated Bachelor's/Master's Program. As Department Head for Nutrition, Dietetics, and Hospitality Management, I will serve as the primary contact person for the Accelerated B.S./M.S. in HRMT program.

The proposal has been reviewed and approved by the College Curriculum Committee (approved November 3, 2011), the University Curriculum Committee (approved November 10, 2011) and the Graduate Council (approved December 7, 2011).

Thank you for your consideration of this request. If you require additional information, please contact me.

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334-844-3279

**HOTEL AND RESTAURANT MANAGEMENT (HRMT)
PROPOSED SEMESTER CURRICULUM MODEL FOR ABM**

FRESHMAN YEAR

Fall Semester			Spring Semester		
BIOL 1000	Introduction to Biology	4	BIOL 1010	A Survey of Life	4
ENGL 1100	English Composition I	3	ENGL 1120	English Composition II	3
HISTORY	Core History	3		Core History or Core Social Science	3
HRMT 1010	Introduction to Hospitality Mngt. **	2	MATH 1150	Pre-Calculus Algebra & Trigonometry	4
PSYC 2010	Introduction to Psychology	3	HRMT 2940	Professional Development in Hosp. **	1
		<u>15</u>			<u>15</u>

SOPHOMORE YEAR

Fall Semester			Spring Semester		
ACCT 2810	Fundamentals of Accounting	3	ENVI 1020	Found. of Environmental Science	2
CAHS 2000	Global Consumer Culture	3	ECON 2030	Principles of Macroeconomics	3
ECON 2020	Principles of Microeconomics	3		Core Literature or Core Humanities	3
LITERATURE	Core Literature*	3	HRMT 2300	Hospitality Law **	3
NUFS 2000	Nutrition and Health	3	HRMT 2400	Food Production in Hospitality **	4
HRMT 2500	Lodging Operations **	2			<u>15</u>
		<u>17</u>			

JUNIOR YEAR

Fall Semester			Spring Semester		
FINC 3810	Foundations of Business Finance	3	HRMT 6460	Catering and Event Management **	3
HDFS 2000	Marriage & Family in a Global Context	3	MKTG 3810	Foundations of Business Marketing	3
MNGT 3810	Management Foundations	3	HRMT 3200	Hospitality Financial Management **	3
FLSP 1010	Elementary Spanish I	4	HRMT 3800	Hospitality Information Technology **	3
HRMT4200	Hospitality Facilities Management **	3	STAT 2010	Statistics for Social and Behavioral Sciences	4
		<u>16</u>			<u>16</u>

SENIOR YEAR

Fall Semester			Spring Semester		
HRMN 3420	Human Resource Management	3	HRMT 4800	Senior Lecture Series **	1
HRMT 3400	Hospitality Marketing **	3	HRMT 4500	Strategic Hospitality Management **	3
HRMT 4300	Food & Beverage Management **	3	HRMT 6570	Global Hospitality Management **	3
FINE ARTS	Fine Arts Core	3	HRMT 4860	Hospitality Leadership Practicum^{2,3**}	1
HRMT 4920	Hospitality Internship^{4**}	4	PHIL 1040	Business Ethics	3
		<u>16</u>	HRMT 6530	Science of Quality Service in Hosp. **	3
			UNIV4AA0	HS1 Undergraduate Graduation ¹	0
					<u>14</u>

Total: 124 Semester Hours

GPA in the major and to meet graduation standards. Highlighting denotes courses double-counted for Accelerated Bachelor's-Master's degree program.

Appropriate course substitutions made on a case by case basis may be used for the ROTC accommodation (6 credit hours).

¹Seniors must register for UNIV4AA0HS1 the term they plan to graduate (non-credit class number for clearing graduation).

²Students must have a 2.2 GPA to enroll in HRMT 4860 or HRMT 4920.

³Requires approval which includes proof of having worked 400 hours in any position in the hospitality industry and a minimum ungapped 2.20 GPA.

⁴Students may complete their internships during the summer following the sophomore or junior years.

Business Minor: ECON 2020, ECON 2030, ACCT 2810, FINC 3810, MNGT 3810 and MKTG 3810.

An International Minor in Human Sciences (IMHS) is available to HRMT students.

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED RENAMING AND RESTRUCTURING OF THE PhD IN MANAGEMENT

WHEREAS, the College of Business has offered a PhD in Management since 1987, with concentrations in human resource management and management information systems; and

WHEREAS, in 1992 the Alabama Commission on Higher Education authorized Auburn University to offer additional concentrations in financial management and marketing management within this PhD program; and

WHEREAS, consistent with its strategic plan and with prior ACHE approval, the College of Business wishes to broaden and restructure the existing PhD program to become a broad-based, interdisciplinary program, comprising concentrations in management, information systems, finance, and marketing; and

WHEREAS, the evolution of terminology and the practice of other research universities now make it customary to recognize the term “business” as the best name for such a broad-based, interdisciplinary program; and

WHEREAS, the proposed changes in terminology for the program itself and its four concentrations have been approved by the Dean of the College of Business, the Graduate Council, the Interim Provost, and the President; and

WHEREAS, the development and offering of concentrations in finance and marketing is contingent on successful fund-raising by the College of Business; and

WHEREAS, the development of concentrations in finance and marketing make it desirable to restructure this doctoral program as a college-wide offering, coordinated at the college level and involving qualified faculty members from the Departments of Finance and Marketing, as well as the Department of Management, which restructuring has been approved by the Dean of the College of Business, the Interim Provost, and the President;

NOW, THEREFORE, BE IT RESOLVED by the Auburn University Board of Trustees that the PhD in Management henceforth be named the PhD in Business, with concentrations in Management, Information Systems, Finance, and Marketing and that these changes in terminology be forwarded to the Alabama Commission on Higher Education as an item of information; and

BE IT FURTHER RESOLVED, that the restructuring of the program to involve broader participation by College of Business faculty and coordination through the Dean’s Office is acknowledged by the Auburn University Board of Trustees, with the understanding that the offering of concentrations in Finance and Marketing is contingent on successful fund-raising by the College of Business.



AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

January 10, 2011

MEMORANDUM TO: Jay Gogue
President

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

SUBJECT: Agenda Item for the Board of Trustees –
Proposed Renaming and Restructuring of the PhD in Management

I am writing to request that the following item be added to the Board of Trustees' agenda for the February 3, 2012 meeting.

Proposal: It is recommended that the Board approve the proposed renaming and restructuring of the *PhD in Management* (including its Concentrations) from the College of Business. If approved, the renaming and restructuring would establish a college-wide doctoral program that would transform the current *PhD in Management* to a *PhD in Business*.

Review and Consultation: As the College of Business seeks to strategically grow its graduate programs, faculty in the College of Business initiated this proposal to offer a rigorous, college-wide doctoral program that offers concentrations in four select areas. The goal of the PhD in Business will be to prepare doctoral students for specialized careers in academe and develop scholars who will be productive researchers and effective teachers within their chosen fields.

Restructuring the current PhD in Management to a PhD in Business will enable the College of Business to offer a doctoral program that encompasses the diverse areas of business, rather than emphasize only one area. As stated in Dean Hardgrave's memo, the College received approval from ACHE in 1992 to create four concentrations, of which only two are currently active (Human Resources and Information Systems) within the Department of Management. If approved, the college will initiate the process to secure resources necessary to renew the remaining concentrations in Finance and Marketing. Therefore, the proposed restructuring would result in the following changes:

1. Restructuring of the *Human Resources Management Concentration* as the *Management Concentration*;
2. Restructuring of the *Management Information Systems Concentration* as the *Information Systems Concentration*;
3. Restructuring of the *Financial Management Concentration* as the *Finance Concentration*; and
4. Restructuring of the *Marketing Management Concentration* as the *Marketing Concentration*.

Offering a PhD in Business will enable Auburn University to offer a broader, college-wide program with specific concentrations. Doing so will more closely align the program with both professional standards and similar programs throughout the country, and will also enhance the marketability of our students.

The proposal was reviewed and approved by Auburn University's Graduate Council in fall 2011 and has also received the approval from the College of Business and the Provost's Office.

Recommendation: The proposed renaming and restructuring will better align the name of the degree program with the academic content and concentrations contained therein. If approved by the Auburn University Board of Trustees, the request to restructure and rename the degree program would be forwarded to the Alabama Commission on Higher Education (ACHE) as an item of information.



TO: Timothy Boosinger
Interim Provost

FROM: George Flowers
Dean of the Graduate School *George T. Flowers*

SUBJECT: Agenda Item for the Board of Trustees – Proposed Restructuring of the PhD in Management (and Concentrations)

DATE: 1/10/2012

I am writing to request that the following item be added to the Board of Trustees' agenda for their **February 3, 2012** meeting.

Proposal: The College of Business is proposing a restructuring of the current PhD in Management to a **PhD in Business** that would serve the entire CoB, with as well as the restructuring of the concentrations within the degree.

Review and Consultation: The College of Business has had a PhD in Management since 1988, with approved concentrations in Human Resource Management, Management Information Systems, Financial Management, and Marketing Management, the last two having been approved in 1992 but never activated. To date, only the Department of Management has been active in the doctoral program.

Accordingly as a major part of the strategic plan for the CoB, it is requesting that their PhD in Management be restructured and broadened to a **PhD in Business**, with corresponding specific concentrations as a means of addressing: 1) the changes in disciplinary focus that have transpired since the degree program's establishment twenty-five years ago; and 2) contemporary degree nomenclature within the discipline, specifically with a focus on the job-placement implications for the college's students.

There are four currently approved concentrations within the current PhD program. It is requested that these concentration be restructured as follows:

- Human Resource Management Concentration as the **Management Concentration**;
- Management Information Systems Concentration as the **Information Systems Concentration**;
- Financial Management Concentration as the **Finance Concentration**;
- Marketing Management Concentration as the **Marketing Concentration**;

The proposal was reviewed by Auburn University's Graduate Council and received its approval in Fall 2011.

Recommendation: It is recommended that the proposed restructuring of the PhD in Management to a PhD in Business – and the related requests for its concentrations – be approved, and forwarded to Auburn University's Board of Trustees for review and approval.



COLLEGE OF BUSINESS

OFFICE OF THE DEAN

To: Timothy Boosinger
Interim Provost

From: Bill Hardgrave
Dean and Wells Fargo Professor

Re: Ph.D. program restructuring request

Date: January 5, 2012

Consistent with a major strategic goal of our college to grow the research enterprise, we are transforming our Ph.D. program to enhance opportunities for students and faculty. In 1992, the Alabama Commission on Higher Education (ACHE) approved a Ph.D. in Management with four concentrations. Two of these concentrations, Human Resources and Information Systems, have been active since inception. The other two authorized concentrations, Financial Management and Marketing Management, have remained dormant since 1992.

Part of the transformation process of the Ph.D. program includes restructuring the existing Ph.D. in Management to a Ph.D. in Business. This change is meant to reflect the expectations of the marketplace which now demands doctoral students to have a Ph.D. in Business with a concentration in a particular area. Because 'management' is more narrow than business, the name change also effectively communicates that the Ph.D. is college-wide (with concentrations in select areas), rather than in a specific department (i.e., the Department of Management).

The restructuring of the Ph.D. program will not affect the curriculum of the two active Ph.D. concentrations in Human Resources and Information Systems. For the two dormant Ph.D. concentrations, plans are underway to revitalize the programs, starting with Finance, pending the generation of sufficient external resources. Additional resources required to transform our Ph.D. program will be developed over time through several avenues including Auburn's upcoming capital campaign and by enhancing our partnerships with various external entities and potential funding sources. Eventually, a long term goal of the Ph.D. program transformation process is to enhance the ability of each major discipline within the college to become a more active partner in the doctoral degree program and to, potentially, offer a concentration.

Thank you for your consideration of this request.

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COLLEGE OF BUSINESS

DEPARTMENT OF MANAGEMENT

To: Bill Hardgrave
Dean and Wells Fargo Professor

From: Chris Shook 
Department Chair and Russell Professor of Management

Re: Ph.D. program transformation and renaming process request

Date: January 5, 2012

Strategically, the college must transform the Ph.D. program to include concentrations beyond the two currently being offered in Human Resources and Information Systems. The nature of the two existing concentrations and the fact that faculty from both concentrations were in the Management Department, made our department the de facto home of the program. It is important to rename the programs to a Ph.D. in Business so that our doctoral students are well received in the marketplace and to provide the opportunity to create additional concentrations from other disciplines outside the Management department. We fully support the renaming and subsequent repositioning of the Ph.D. program to one that is college-wide.

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ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSAL TO ESTABLISH THE
AQUACULTURE AND FISHERIES BUSINESS INSTITUTE

WHEREAS, the southeastern United States is rich in water resources with Alabama having 8% of the lower 48 states' freshwater either flowing through or originating in its territory; and

WHEREAS, there are 5 southeastern states, including Alabama, that border the Gulf of Mexico and have access to this rich saltwater resource for business activities that include fishing and aquaculture; and

WHEREAS, the southeastern United States has the climate, soils, processors, and other business infrastructure, including trained people, that can support aquaculture and fisheries business expansion; and

WHEREAS, the demand for seafood around the world is increasing rapidly and ocean fisheries are already at maximum sustainable yield; and

WHEREAS, the U.S. imports 83% of the seafood it consumes from abroad; and

WHEREAS, Auburn University's Department of Fisheries and Allied Aquacultures leads the world in teaching, research and outreach in support of aquaculture and fisheries management; and

WHEREAS, Auburn University and other potential public and private business partners can lead the southeastern United States in solving problems that affect aquaculture and fisheries businesses and can also help businesses take advantage of opportunities in the region for expanded aquaculture and fisheries business development resulting in economic development and jobs.

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 work within the Auburn Administration to establish, organize and advance the Aquaculture and Fisheries Business Development Institute with leadership from the Department of Fisheries and Allied Aquacultures and the Alabama Agricultural Experiment Station.



AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

January 3, 2012

MEMORANDUM TO: Jay Gogue
President

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

SUBJECT: Agenda Item for the Board of Trustees –
Request to Establish the Aquacultures and Fisheries Business Institute

I am writing to request that the following item be added to the Board of Trustees' agenda for the February 3, 2012 meeting.

Proposal: It is recommended that the Board approve the proposed creation of the Aquacultures and Fisheries Business Institute within the Alabama Agricultural Experiment Station.

Review and Consultation: The proposed Aquacultures and Fisheries Business Institute (AFBI) presents a unique initiative designed to combine Alabama's natural aquatic resources with the talents and skills of Auburn University's faculty. If approved, the efforts of the AFBI will undoubtedly foster the development of new and promising programs designed to stimulate economic growth throughout the Southeast region.

Through developing strategic opportunities to enhance the aquaculture and fisheries industry, the AFBI will integrate the expertise of Auburn University faculty from across diverse academic units. Participating faculty members will engage in private and public partnerships designed to improve food safety, economic performance, and long-term sustainability of the region's aquatic industry. The AFBI projects and programs will be built upon a foundation of research, and will provide unique outreach opportunities to work alongside other public institutions and private businesses representing diverse aquatic and fisheries industry interests.

In keeping with the Board of Trustees approved criteria for establishing centers and institutes, the AFBI would serve the University as a leader in the study and advancement of the aquacultures and fisheries industry through innovative research and outreach. The proposed Institute would enhance Auburn University's relationships with key stakeholders through its consultation, engagement, outreach, and education efforts.

Funding needs to establish the AFBI for the first three years includes \$96,000 annually, to be provided by the Alabama Agricultural Experiment Station, and will fund an annual salary for the Director and a support staff member. Key goals of the AFBI Director include increasing the visibility of the Institute's programs and coordinate extramural fundraising efforts that will eventually enable the AFBI to be supported entirely by extramural funds.

Recommendation: The proposed creation of the Aquacultures and Fisheries Business Institute within the Alabama Agricultural Experiment Station would allow for enhanced visibility, increased external funding, and provide greater support to the aquaculture and fisheries industry throughout the region. I therefore recommend the Board of Trustees approve the proposed Aquacultures and Fisheries Business Institute.



DIRECTOR'S OFFICE

AUBURN UNIVERSITY

ALABAMA AGRICULTURAL
EXPERIMENT STATION

DATE: January 15, 2011

TO: Dr. Timothy R. Boosinger, Interim Provost

THROUGH: Dr. John M. Mason, Vice President for Research *John Mason*

FROM: Dr. William Batchelor, Director Alabama Agricultural Experiment Station *WBatch*

SUBJECT: Request for Approval to Create an Institute entitled "Aquaculture and Fisheries Business Institute" (AFBI)

As per our discussion, I am requesting your approval for the creation of a new Institute entitled "Aquaculture and Fisheries Business Institute (AFBI) within the Alabama Agricultural Experiment Station (AAES)

Attached is a white paper explaining why an institute is needed, its purpose, approach and activities that are expected to take place under the institute's umbrella. The idea for an institute came about because of a multidisciplinary cross-college effort that has been occurring for the past several years. It is called "The Pond to Plate Project" and addresses needs and opportunities in Alabama's catfish industry. Faculty members from the Colleges of Agriculture, Business, Sciences and Mathematics, and Veterinary Medicine have participated in the Pond to Plate Project. The positive impact on the industry, the grants and contracts brought in by the project and its overall successful results and impacts have led us to believe that the next step is the creation of an institute that will use a similar, but expanded approach to Pond to Plate. We will include more disciplines and apply the expertise to a broader audience both geographically as well as by commodity (i.e. aquaculture, capture fisheries and recreational fisheries, etc).

I believe that the AFBI meets all the criteria of an institute as described in the AU Board of Trustees policy, "C-5, Establishment of Centers and Institutes Policy".

1. It is consistent with the University's mission and priorities.
2. The program of the AFBI will work in well-defined areas of research, instruction and extension across disciplines, departments, colleges and schools.
3. We have already demonstrated that the University has existing strengths and resources in the program area through the leadership of our Department of Fisheries and Allied Aquacultures and the multidisciplinary, cross-college Pond to Plate Project as well as many other on-going related projects.
4. Through the direction and leadership of the AFBI problems and opportunities can be addressed through team of experts and extramural funding.
5. No doubt the name of the institute will carry weight and influence through expertise it brings to the table and its relationship to our world-class fisheries department.

Dr. Boosinger
Dr. Mason
December 14, 2011
Re: Institute Approval Memo
Page 2

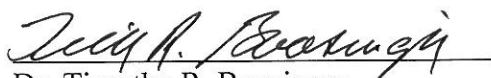
The success of the AFBI will depend in a large part upon the strength and innovation of its director. Drs. Chappell, Hanson and Jensen have agreed to lead the AFBI as part-time co-directors (task force) for at least a year until a permanent part-time director can be employed. They have expertise in aquaculture and fisheries and understand how the university operates and know many of the players who will be involved. They have led the Pond to Plate project since its inception approximately 3 years ago.

The AFBI will receive \$96,000 annually for three years from the Alabama Agricultural Experiment Station to support the part-time directors, a part-time administrative assistant and travel. It is understood that the goal of the AFBI is that it will be supported 100% by extramural funds as soon as possible. I also understand that the AFBI will be reviewed by an external team of evaluators every five years, thereby ensuring compliance with Auburn Board of Trustees Policy.

Upon your approval and approval of the AU Board of Trustees we will proceed with the establishment of the AFBI following Board approval in February, 2012.

Dr. Boosinger
Dr. Mason
December 14, 2011
Re: Institute Approval Memo
Page 3

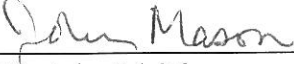
I hereby approve the creation of the Institute entitled "Aquaculture and Fisheries Business Development Institute":


Dr. Timothy R. Boosinger
Interim Provost

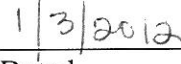

Dated

Dr. Boosinger
Dr. Mason
December 14, 2011
Re: Institute Approval Memo
Page 4

I hereby approve the creation of the Institute entitled "Aquaculture and Fisheries Business Development Institute":



Dr. John M. Mason
Vice President for Research



Dated



COLLEGE OF BUSINESS

OFFICE OF THE DEAN

December 16, 2011

Dean William Batchelor
Dean and Director
College of Agriculture and
Alabama Agricultural Experiment Station
107 Comer Hall
Auburn University

Dear Dean Batchelor:

Thank you for briefing us about the proposed Aquaculture and Fisheries Business Institute (AFBI) at Auburn University. The combination of Alabama's rich aquatic resources and the applicable world-class research and training expertise at Auburn University makes the establishment of this institute a very positive development. The institute will provide a crucial mechanism to bring together expertise found in the Alabama Agricultural Experiment Station and various colleges at Auburn University to solve problems and support growth of our domestic aquatic businesses.

Upon review of the proposal and its goals, we believe that establishing the AFBI will greatly enhance our mission of instruction, research and extension/outreach. Through proactive engagement with stakeholders and involvement of private and public partners, AFBI is expected to stimulate economic growth in Alabama through the development of safe and sustainable food products and enhanced recreational opportunities centered in the environmentally responsible utilization of aquatic resources. The institute's goal of fostering business development and job creation is highly compatible with our land-grant mission, and it will contribute to economic development of the state, region, and the nation. We thank you for your leadership and look forward to working with you and the AFBI upon its establishment.

We strongly support the Aquaculture and Fisheries Business Institute and look forward to helping make it a success.

Sincerely,

Bill C. Hardgrave, Ph.D.
Dean and Wells Fargo Professor

BCH:bpw

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ALABAMA AGRICULTURAL
EXPERIMENT STATION

December 13, 2011

Dr. William Batchelor
Dean and Director
College of Agriculture and
Alabama Agricultural Experiment Station

Dear Dr. Batchelor:

Thank you for briefing us about the proposed Aquaculture and Fisheries Business Institute (AFBI) at Auburn University. The combination of Alabama's rich aquatic resources and the applicable world-class research and training expertise at Auburn University makes the establishment of this institute a very positive development. The institute will provide a crucial mechanism to bring together expertise found in the Alabama Agricultural Experiment Station and various colleges at Auburn University to solve problems and support growth of our domestic aquatic businesses.

Upon review of the proposal and its goals, we believe that establishing the AFBI will greatly enhance our mission of instruction, research and extension/outreach. Through proactive engagement with stakeholders and involvement of private and public partners, AFBI is expected to stimulate economic growth in Alabama through the development of safe and sustainable food products and enhanced recreational opportunities centered in the environmentally responsible utilization of aquatic resources. The institute's goal of fostering business development and job creation is highly compatible with our land-grant mission, and it will contribute to economic development of the state, region, and the nation. We thank you for your leadership and look forward to working with you and the AFBI upon its establishment.

We strongly support the Aquaculture and Fisheries Business Institute and look forward to helping make it a success.

Sincerely,

June Henton

Associate Director AAES and Dean, College of Human Sciences

Calvin Johnson

Acting Associate Director AAES and Associate Dean, College of Veterinary Medicine

Charles Savrda

Interim Associate Director AAES and Interim Dean, College of Sciences and Mathematics

James Shepard

Associate Director AAES and Dean, School of Forestry and Wildlife Sciences

PROPOSED

AQUACULTURE AND FISHERIES BUSINESS INSTITUTE (AFBI)

AUBURN UNIVERSITY

BACKGROUND

Population growth, increasing demand for seafood, declining wild fisheries and increasing demand on water resources all point to the need to increase our sustainable aquaculture and fisheries business enterprises. Indeed, aquaculture has been the fastest growing sector of animal production for the past several decades. Alabama and the Southeastern states are strategically located to take advantage of the aquaculture and fisheries business opportunities of the future. The Southeast has abundant water resources (i.e. 8% of the lower 48 states' water either originates in or flows through Alabama), a significant existing aquaculture industry with an established value stream, a positive regulatory environment, and relatively low cost land, taxes and electrical power. Our off-shore capture fisheries have played an important role in the state's economy. The Gulf of Mexico offers enhanced economic development opportunities for Alabama and other Southeastern states through wild fish harvest and aquaculture.

American seafood producers are overwhelmed by recent increases in global competition, high input costs and the need to meet changing market demands. Investors seeking to expand or diversify aquaculture and fisheries businesses are challenged by the lack of quality information that can help them evaluate opportunities and risks associated with their proposed investments. Also, there is a lack of applied and relevant research, education and consulting services that would help them make solid business decisions for success in the competitive 21st century.

PURPOSE

The general purpose of the Aquaculture and Fisheries Business Institute (AFBI) is to bring together experts to solve problems and support growth of our domestic aquatic businesses through research, education and consulting. The AFBI will proactively seek private and public partners committed to stimulating economic growth in the region through the development of safe and sustainable food products and enhanced recreational opportunities centered in the environmentally-responsible utilization of aquatic resources. The institute's goal is to foster business development and create jobs by utilizing the vast freshwater and saltwater resources in Alabama and the Southeastern region.

APPROACH

- **Consultation and Engagement**: work with industry to identify and solve problems that impede business development and competitiveness. Application of LEAN manufacturing practices will be used as a center piece toward improving business success.
- **Research and Discovery**: utilize institute experts and partners to solve problems through mostly applied research.
- **Education and Training**: conduct relevant formal classroom training and educational programs that are directly targeted at business or indirectly at trainers.
- **Outreach**: conduct out-of-classroom educational programs directly targeting businesses or extension educators.
- **Partnering**: utilize expertise from Auburn University and other public institutions and private businesses across multiple disciplines, colleges and schools in areas such as aquaculture and fisheries, horticulture, biological sciences, bio-systems engineering, poultry science, forestry, agricultural economics, veterinary medicine, marketing, agronomy and soils, etc. Auburn University Colleges and Schools participating in the AFBI are College of Agriculture, College of Business, College of Human Sciences, College of Sciences and Mathematics, College of Veterinary Medicine, School of Forestry and Wildlife Sciences.
- **Structure**: AFBI will be led by a director who will report to the Director of the Alabama Agricultural Experiment Station, who reports to the President of Auburn University. The administrative board for the Institute will consist of the four associate directors of the Alabama Agricultural Experiment Station (Deans of the College of Veterinary Medicine, College of Sciences and Mathematics, School of Forestry and Wildlife Sciences, and the College of Human Sciences), and the Dean of the College of Business. Ex officio representatives from appropriate vice president offices will also be included. Other academic deans may be included in board action in the future depending on the AFBI's scope of work.

AREAS OF ACTIVITY

- Production systems development and utilization (i.e. in-pond raceway systems for catfish, indoor tank systems for tilapia and off-bottom oyster production). Topics to be addressed may include nutrition and feeding, hatchery systems, genetics, engineering, veterinary medicine, microbiology, water quality management, transportation, harvesting and many other relevant topics.
- Processing for dozens of potentially different species of fish, crustaceans, mollusks and plants especially in the areas of efficiency, product quality and product development.
- Capturing and utilizing marketable production by-product waste.

- Illuminate consumer preferences and opportunities in wholesale and retail domestic and export seafood markets.
- Economic and financial analysis, business planning and business plan development.
- Shaping state and federal policy and research and development objectives.
- Addressing business and community sustainability issues for aquaculture and capture fisheries.
- Preparation of long-term planning documents such as state and/or regional aquaculture and capture fisheries plans.

FUNDING

The AFBI director will actively coordinate and focus his/her efforts to obtain funding from private clients, affiliated commodity groups, associated stakeholders (i.e. power companies, feed mills, farm equipment manufacturers) and state and federal research and education programs to best advance the aims of the institute. In doing so, the director will engage members of the institute in projects that range in size and scope from small feeding trials using alternative feed ingredients to multi-year projects aimed at development and marketing of new cultured species.

The institute will require the following annual start-up budget for the first 3 years:

Director salary and benefits (part-time).....	\$60,000
Administrative assistant salary and benefits (part-time).....	30,000
Travel.....	<u>6,000</u>
TOTAL (annual).....	\$96,000

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSAL TO ESTABLISH AN INTERNATIONAL HUNGER INSTITUTE AT AUBURN UNIVERSITY

WHEREAS, hunger is one of the world's most pressing human sustainability issues affecting more than 800,000 Alabamians, nearly 50 million Americans, and approximately 1 billion people globally; and

WHEREAS, it is estimated that food production will have to double in the next 40 years to keep up with the rapid rise in world population; therefore, the U.S. government is investing \$3.5 billion over the next three years to fight global hunger; and

WHEREAS, Auburn University has a legendary record of achievement in agricultural development and related programs, and there is opportunity to engage all disciplines in seeking long-term solutions to hunger; and

WHEREAS, over the past eight years Auburn University has been the lead academic partner with the United Nations World Food Programme (WFP) in a comprehensive "War on Hunger" initiative that now includes more than 200 institutions of higher education in the U.S. and around the world collectively known as *Universities Fighting World Hunger* (UFWH); and

WHEREAS, the World Food Programme has invested approximately \$1 million over the past four years by assigning a WFP senior advisor to Auburn to accelerate the UFWH movement; and

WHEREAS, Auburn University is the only academic institution that has committed to such a comprehensive approach, including its unique relationship with the World Food Programme; a focus on both domestic and global hunger; a grassroots student campaign, as well as an academic hunger agenda; and the facilitation of multi-sector partnerships to build the power of collaborative engagement in the fight against hunger; and

WHEREAS, the establishment of the International Hunger Institute will build on Auburn University's legacy of leadership among the nation's land, space, and sea-grant institutions; leverage the strengths of the public and private sectors to meet the needs of hungry people today in Alabama, the nation, and the world; and engage this generation of college students and those who follow in the ongoing fight against hunger.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that Jay Gogue, President, or such person as may be acting as President, is hereby authorized and empowered to establish the International Hunger Institute.



AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

January 3, 2012

MEMORANDUM TO: Jay Gogue
President

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

SUBJECT: Agenda Item for the Board of Trustees –
Proposal to Create the International Hunger Institute

I am writing to request that the following item be added to the Board of Trustees' agenda for the February 3, 2012 meeting.

Proposal: It is recommended that the Board approve the proposed creation of the International Hunger Institute within the Alabama Agricultural Experiment Station.

Review and Consultation: The proposed International Hunger Institute (IHI) builds upon Auburn University's continuing role as a national leader working alongside the United Nation's World Food Programme (WFP) in the "War on Hunger" initiative. Our institution's faculty, staff, and students have long been engaged in this multidisciplinary effort to address the global issues of extreme poverty and hunger.

Since its initial partnership with the WFP, Auburn University has successfully engaged our campus community in countless efforts to generate awareness, funding, and advocacy for the War on Hunger. These initiatives have resulted in strong campus involvement in hunger awareness campaigns, as well as involvement of an academic model that has inspired faculty teaching, research, and outreach activities designed to address solutions to this global problem. Through the work of Auburn University's Committee of 19, all of our colleges and schools have contributed to our institution's comprehensive efforts in the War on Hunger, resulting in a unique model incorporated into many other institutions.

If approved, the IHI would continue these efforts through engaging private and public sectors in the efforts to end world hunger. As stated in the corresponding documents, the Institute will contribute to many of our institution's strategic priorities, including enriching the undergraduate experience through providing numerous academic opportunities for our students to study hunger issues from various perspectives, resulting in strong student engagement and activism. The IHI will build upon many of the ongoing multidisciplinary initiatives by through seeking extramural funding to further the research for many hunger-related issues. Extension and outreach are key components to the IHI, and the Institute

will continue to foster engagement at the grassroots levels. Garnering the support of our campus stakeholders, the IHI will also support the expansion of development initiatives designed to solicit donor support to further its mission and programs.

In keeping with the Board of Trustees approved criteria for establishing centers and institutes, the IHI would serve the University as a global leader in hunger-related issues through its innovative programs, research, and outreach. The proposed Institute would also enhance Auburn University's relationships with various corporations and foundations, resulting in strong partnerships that will provide additional support to the War on Hunger. The funding needed to establish the IHI for the first three years is \$300,000, which will be provided by the Alabama Agricultural Experiment Station.

Recommendation: The proposed creation of the International Hunger Institute within the Alabama Agricultural Experiment Station would allow for Auburn University to continue its leadership role in fighting the issues of domestic and global hunger. I therefore recommend the Board of Trustees approve the proposed International Hunger Institute.



DIRECTOR'S OFFICE

AUBURN UNIVERSITY

ALABAMA AGRICULTURAL
EXPERIMENT STATION

DATE: December 14, 2011

TO: Dr. Timothy R. Boosinger, Interim Provost

THROUGH: Dr. John M. Mason, Vice President for Research *John Mason*

FROM: Dr. William Batchelor, Director Alabama Agricultural Experiment Station *William Batchelor*

SUBJECT: Request for Approval to Create an Institute entitled "International Hunger Institute" (IHI)

As per our discussion, I am requesting your approval for the creation of a new Institute entitled "International Hunger Institute" (IHI) within the Alabama Agricultural Experiment Station (AAES)

Attached is a white paper explaining why an institute is needed, its purpose, approach and activities that are expected to take place under the institute's umbrella. The idea for an institute came about because Auburn University has been the lead academic partner with the World Food Program (WFP) of the United Nations in the "War on Hunger" initiative that now includes more than 200 academic institutions in the U.S. and around the world. Multidisciplinary cross-college effort has already been occurring for the past several years. Establishing this institute will build the infrastructure for securing greater levels of extramural funding, and enhancing the already existing strong collaborations among various colleges at Auburn University and across the region and the nation.

I believe that the IHI meets all the criteria of an institute as described in the AU Board of Trustees policy, "C-5, Establishment of Centers and Institutes Policy".

1. It is consistent with the University's mission and priorities.
2. The program of the IHI will work in well-defined areas of research, instruction and extension across disciplines, departments, colleges and schools.
3. We have already demonstrated that the University has existing strengths and resources in the program area through the leadership of our College of Human Sciences.
4. Through the direction and leadership of the IHI problems and opportunities can be addressed through team of experts and extramural funding.
5. No doubt the name of the institute will carry weight and influence through expertise it brings to the table.

Dr. Boosinger
Dr. Mason
December 14, 2011
Re: Institute Approval Memo
Page 2

The IHI will receive \$100,000 annually for three years from the Alabama Agricultural Experiment Station to support the part-time directors, a part-time administrative assistant and travel. It is understood that the goal of the IHI is that it will be supported 100% by extramural funds beyond the initial three years. I also understand that the IHI will be reviewed by an external team of evaluators every five years, thereby ensuring compliance with Auburn Board of Trustees Policy.

Upon your approval and approval of the AU Board of Trustees in February, 2012 we will proceed with the establishment of the IHI.

OFFICE OF
THE DEAN



AUBURN UNIVERSITY
COLLEGE OF HUMAN SCIENCES

December 13, 2011

Dr. William D. Batchelor, Director
Alabama Agricultural Experiment Station
Auburn University
107 Comer Hall
Campus

Dear Dr. Batchelor:

Enclosed you will find the proposal to establish an International Hunger Institute at Auburn University. As we discussed, the materials are being submitted at this time to meet the deadline for consideration by the Board of Trustees at its February 2012 meeting. Please let me know if you need additional information.

Sincerely,

June Henton, Dean
College of Human Sciences

PROPOSAL TO ESTABLISH INTERNATIONAL HUNGER INSTITUTE AUBURN UNIVERSITY

Rationale

World hunger is on the rise with almost one billion people suffering from lack of sufficient food. Although the United Nations designated the eradication of “extreme poverty and hunger” as its #1 Millennium Development Goal, hunger is actually increasing by approximately four million people each year. A dramatic rise in food prices, continued population growth, the use of food for fuel, and a world financial crisis all have converged in past years to create a “perfect storm” for hunger relief. Despite the fact that there is currently enough food produced to feed every person, it is generally agreed upon by food security experts that food production will have to double in the next 40 years to keep up with the rapid rise in population. In response to this dire warning, the FAO Director-General has called for a \$30 billion investment per year in agricultural development funds to increase food production by 2050 and ensure the “basic right to food for all people.”

Although the U.S. is considered the world’s “bread basket,” hunger is dramatically increasing in our own neighborhoods and communities, along with unemployment, underwater mortgages, and rising health care costs. Approximately 50 million Americans, 17 million of whom are children, are considered “food insecure,” defined by USDA as “a feeling of not knowing where the next meal will be coming from.” Alabama’s children and families have been hit particularly hard by the latest recession and recent inclement weather and are desperately in need of support. Currently, more than one-third of Alabama households live on food stamps (the highest percentage in the nation), and the State is one of three that has the highest percentages of “very low food security” in the country. Paradoxically, Alabama’s incidence of obesity ranks second highest among all states nationally. With the health, well-being, and quality of life of Alabama citizens at-risk due to hunger and obesity, it is incumbent upon Auburn University as a land-grant institution to fulfill its mandate to provide assistance to its citizens through its highly regarded instructional, research, and outreach programs.

Capability

Auburn University has a long history of leadership among the nation’s land, space, and sea-grant institutions. Its role in agricultural development and related programs is legendary. From expertise in a variety of agricultural food commodities, such as fisheries and poultry, to wireless engineering, supply chain management, nutrition, and food safety, no other institution is as well positioned to create an International Hunger Institute. In addition, Auburn’s relationship with the UN World Food Programme, specifically through the College of Human Sciences, has uniquely prepared Auburn to provide capable leadership for the IHI.

In 2004, Auburn University was invited by the United Nations World Food Programme (WFP) to be its lead academic partner in a student-focused *War on Hunger* campaign. WFP is the world's largest humanitarian organization and feeds more than 90 million people each year in 80 of the world's poorest countries. The partnership has resulted in an educational model that addresses both short-term (i.e., hunger awareness and consciousness-raising, fundraising, and advocacy), and long-term (i.e., teaching, research, and outreach academic initiatives) solutions to hunger. Further, the partnership has led to more than 200 universities mobilizing nationally and globally under the banner of Universities Fighting World Hunger (UFWH). With human sustainability as a framework, the comprehensive model outlines a grassroots student campaign and an academic action agenda that are suitable for adaptation or replication by participating universities. The model is designed (1) to produce graduates who are not only technically competent, but globally aware and social engaged, and (2) to challenge universities to assume a leadership role in creating innovative solutions to global sustainability issues like world hunger. Over the past eight years, Auburn University has engaged all disciplines in the fight against hunger through the work of the Committee of 19. The Auburn Hunger Model has been presented at more than 30 professional meetings and invited lectures. University Hunger Summits have been held annually since 2006 at Auburn University, George Washington University, University of Guelph in Ontario, Canada, and the 2012 Summit to be held at the National Agricultural University in Catacamas, Honduras.

These efforts have generated seed funds of approximately \$100,000 to date from USDA and the Jessie Ball duPont Fund. In addition, the UN World Food Programme has donated about \$1 million over four years in staff support, and the College of Human Sciences, as well as collaborating schools and colleges, have virtually equaled that amount from in-kind contributions over the past eight years since Auburn's War on Hunger began. The Office of the President has provided staff support to build a website and produce a film about the initiative. Further, in support of the teaching program associated with the effort (viz., two courses, a minor degree program, and a distance delivery course), the Provost has invested almost \$100,000 to date.

Proposal

Based upon the foregoing rationale and capability statements, it is proposed that Auburn University establish the **Auburn University International Hunger Institute**, leveraging the strengths of the public and private sectors to engage future generations in a sustainable approach to ending hunger. In conjunction with corporations and foundations, NGOs and related organizations, and governments, the IHI will provide the necessary infrastructure to mobilize universities around the globe in pursuit of both a domestic and global hunger agenda.

The establishment of the International Hunger Institute at Auburn University has the potential to contribute to Auburn's strategic plan, perhaps more comprehensively than any other single action. The following information is provided to verify that the IHI meets the criteria specified by the Board of Trustees policy on the Establishment of Centers and Institutes.

1. THE CENTER OR INSTITUTE IS CONSISTENT WITH THE UNIVERSITY'S MISSION AND PRIORITIES.

Strategic Priority I: Elevate Undergraduate Education and Enrich the Undergraduate Experience

The hunger-related work that has been completed since the inception of Auburn's War on Hunger in 2004, both at the grassroots level and as an academic content area, constitutes a significant track record with regard to undergraduate education and enriching the undergraduate experience.

For example, the War on Hunger has provided an array of opportunities for students in the Honors College to pursue the "pervasive themes of global engagement, sustainability, and service." Beginning in 2007, the Honors College began focusing its Freshmen Lyceum on hunger and voted to accept an invitation to join the Committee of 19, Auburn's grassroots student leadership group. Since then, many other Honors College students have been competitively selected to represent their academic units as Committee of 19 members, with several subsequently serving as officers. As a result of the keen interest the lyceum has generated among Auburn's top students to know more about hunger and to become actively engaged in a pervasive global issue, the topic has more recently been included in additional Honors courses as well as some of its book clubs. Moreover, because of the strong involvement of the Honors College in Auburn's War on Hunger, the director has committed to supporting selected students to attend the annual UFWH Summits, the last of which was at the University of Guelph in Ontario, Canada. This focus on hunger as a strategic priority of the Honors College has enabled its students to understand sustainability as a comprehensive paradigm that encompasses not only protecting the natural environment, but also enhancing the health and well-being of present and future generations.

In support of Auburn's international programming efforts, a minor in Hunger Studies was developed. The first course was taught four years ago with an enrollment of approximately 20 students. At present, the introductory course averages about 100 students per year and was recently adapted into a distance learning format to be offered and marketed on the ONE Campaign's website. An outgrowth of the Hunger Studies minor is a major that is being proposed by CHS focused on Global Studies in Human Sciences. Graduates of this program will be prepared to compete for jobs in government agencies such as USDA which is estimated to be turning over 50% of its workforce in the next five years. Moreover, the IHI will be positioned to assist students minoring in Hunger Studies or majoring in a variety of programs across campus to engage in a service learning opportunity related to domestic hunger or to study abroad and experience global hunger in the developing world.

Strategic Priority II: Build the Foundation for a Stronger and Larger Research Enterprise

The IHI will attract outstanding scholars at Auburn University and elsewhere to take collective action through collaborative research, seeking solutions to the quintessential complex problem of ending world hunger. There is a tremendous amount of work already underway at Auburn focused on hunger-related issues. Some of these include:

- Nation's largest warm-water aquaculture and fisheries program, **teaching the world to fish** in more than 120 countries.
- Natural Resources Institute, **pursuing water quality and biofuels research** to promote sustainable practices.
- Center for Forest Sustainability, **assessing the impact of expanding human populations on natural resources** and the quality of human life.
- Wireless engineering programs, **enabling the development of next generation technologies that facilitate communications in remote regions** of the world.
- Supply chain management, **streamlining the logistics of feeding hungry people** worldwide.
- Architecture's world renowned Rural Studio, **seeking to improve the living conditions** in rural Alabama with application for the world's poorest communities.
- Health Sciences Initiative and Boshell Diabetes and Metabolic Diseases Research Program, **addressing issues such as obesity, Alzheimer's, and HIV/AIDS**, all of which relate to the complexities of hunger.
- Food Systems Initiative and the Center for Detection and Food Safety, utilizing multidisciplinary research expertise to **ensure a sufficient, affordable, and safe food supply**.
- College of Human Sciences, answering the national mandate for states to **end child hunger in America by 2015**.

The IHI will facilitate dialogue, focus, and collaboration across these entities as well as others on campus to develop a robust research program around hunger.

Hunger is a world issue that is currently on the U.S. national agenda. A major federal initiative called ***Feed the Future*** has developed in response to the global commitment made by the G8 at its 2009 meeting in L'Aquila, Italy. It is the "U.S. government global hunger and food security initiative (that) renews our commitment to invest in sustainably reducing hunger and poverty". President Obama has called for at least \$3.5 billion for agricultural development and food security over three years. The initiative is a "whole-of-government" approach that includes all agencies and engages the private sector, civil society, and the research community.

The IHI will take a multi-sector approach that encompasses not only university involvement, but also collaboration with corporations and foundations, NGOs and related agencies, and governments. There is significant potential to expand Auburn's research enterprise through the work of the IHI.

Strategic Priority III: Expand the Impact of the University's Extension and Outreach Activities

Increasingly, all universities are being called upon to use their many talents to address issues that affect the local community, state, nation, and the world. With the changing world order, it is readily apparent that the service mandate for universities becomes one of engagement, recognizing the need to learn from each other, to work toward mutual advantage, and to create

partnerships and networks that can strengthen the expertise needed for contemporary problem resolution.

At Auburn University, the Alabama Cooperative Extension System recently completed a strategic planning process which solicited input from a variety of grassroots constituents, as well as community leaders and other stakeholders. Priorities that emerged, such as a Safe and Secure Food Supply, Water Quality and Quantity, and Health and Wellness, underscore the value of having an infrastructure that can address these pressing issues as they relate to hunger and malnutrition. Already, ACES has participated in Auburn's War on Hunger through a two-year statewide 4-H Extension Team Project focused on hunger. Moreover, there is a close working relationship between the War on Hunger research efforts and the federally funded Nutrition Education Program (NEP) led by a CHS Professor and Extension Specialist. Additional outreach activities include hunger relief efforts by the Hotel at Auburn University and the local chapter of the national network of Campus Kitchens under the supervision of Sodexo.

Finally, the IHI will be the anchor for Universities Fighting World Hunger. It will serve as the clearinghouse and consulting arm for the network, as well as the global hub for regional satellite university leaders.

Strategic Priority VI: Continue to Dramatically Expand the Endowment, Annual Fund, and Gifts to the University, to Support Academic Excellence and Increase Scholarships

The IHI has the potential to represent a "big idea" that appeals to philanthropists. It is broad-based, including an unprecedented partnership with the UN World Food Programme; a focus on both domestic and global hunger; a grassroots campaign as well as an academic hunger agenda; and multi-sector partnerships to build the power of collective engagement in the fight against hunger. The IHI provides the opportunity for donors to support students, faculty, and programs, and to impact perhaps the most pressing sustainability issue of all – world hunger. Because all schools and colleges are participating in the institute, constituents may have the ability to direct funding for the IHI to support students and/or faculty working in the donors' chosen academic programs.

2. THE PROGRAM REPRESENTS A WELL-DEFINED AREA OF INSTRUCTION, RESEARCH, OR EXTENSION INVOLVING FACULTY AND RESOURCES FROM MORE THAN ONE DISCIPLINE, DEPARTMENT, COLLEGE, OR SCHOOL.

Hunger is an applied program of study, and the reservoir of diverse talent in the university community lends itself to addressing its many complexities. Issues associated with hunger include: food production and product development; nutrition and health; diplomacy, human security, and terrorism; communications and technology; transportation and logistics; markets and trade; development and infrastructure (e.g., roads, reforestation); economics and entrepreneurship; ethics, humanitarianism, and philanthropy; advocacy and leadership; capacity building (e.g., education, human development, population studies); social and public policy; and creative expression and public relations, just to name a few. Faculty representing some or all of these areas of study can make a tremendous contribution to unraveling the complexities surrounding hunger.

3. THE UNIVERSITY HAS EXISTING STRENGTHS AND RESOURCES IN THE PROGRAMS INCLUDING A CRITICAL MASS OF FACULTY AND A DEMONSTRATED COMMITMENT ON THE PART OF THE INVOLVED FACULTY AND ADMINISTRATION TO ACTIVELY PARTICIPATE IN THE CENTER OR INSTITUTE.

Students, faculty, and/or staff from every school, college, and major student organization at Auburn University have been involved in Auburn's War on Hunger. Since 2004, the student Committee of 19 has led the grassroots campaign, supported by faculty and staff advisors. Many faculty members have contributed to the introductory and capstone courses in the minor; others have used courses in their own departments to present the concept of hunger within the context of their respective disciplines. Some of these faculty and staff include:

- Dr. Toni Alexander, Associate Professor, Geography, College of Sciences and Mathematics
- Dr. Chris Arnold, Associate Professor, Industrial and Graphic Design, College of Architecture, Design and Construction
- Dr. Connor Bailey, Professor, Agricultural Economics and Rural Sociology, College of Agriculture
- Dr. Lindy Biggs, Associate Professor, History, College of Liberal Arts
- Dr. Kimberly Braxton-Lloyd, Associate Professor, Pharmacy Health Services, School of Pharmacy
- Dr. Paul Brown, Associate Director, Alabama Cooperative Extension System
- Dr. Jesse Chappell, Associate Professor and Extension Specialist, Fisheries and Allied Aquacultures, College of Agriculture
- Dr. Veena Chattaraman, Associate Professor, Consumer Affairs, College of Human Sciences
- Dr. Peggy Dagley, Director, Professional Education Services, College of Education
- Dr. Alecia Douglas, Assistant Professor, Nutrition, Dietetics and Hospitality Management, College of Human Sciences
- Dr. Rex Dunham, Professor, Fisheries and Allied Aquacultures, College of Agriculture
- Dr. George Flowers, Dean, The Graduate School
- Dr. Jeff Fergus, Professor, Materials Engineering, College of Engineering
- Dr. Jim Hansen, Director, Honors College
- Dr. Terry Hanson, Associate Professor and Extension Specialist, Fisheries and Allied Aquacultures, College of Agriculture
- Dr. Paul Harris, Associate Director, Honors College
- Dr. Susan Hubbard, Associate Dean for Academic Affairs, College of Human Sciences
- Dr. Kevin Huggins, Associate Professor, Nutrition, Dietetics and Hospitality Management, College of Human Sciences
- Dr. Calvin Johnson, Interim Dean, College of Veterinary Medicine
- Dr. Robert Judd, Boshell Associate Professor, Anatomy, Physiology and Pharmacology, College of Veterinary Medicine

- Dr. Jennifer Kerpelman, Associate Dean for Research and Graduate Studies, College of Human Sciences
- Dr. Suresh Mathews, Associate Professor, Nutrition, Dietetics and Hospitality Management, College of Human Sciences
- Dr. Joe Molnar, Professor and Coordinator of International Programs, College of Agriculture
- Sid James Nakhjavan, Executive Director, Cary Center for the Advancement of Philanthropy and Nonprofit Studies, College of Human Sciences
- Dr. Martin O'Neill, Professor and Department Head, Nutrition, Dietetics and Hospitality Management, College of Human Sciences
- Dr. Francine Parker, Associate Professor, School of Nursing
- Dr. Chris Rodger, Associate Dean, College of Sciences and Mathematics
- Dr. Bonnie Sanderson, Associate Professor, School of Nursing
- Dr. Donna Sollie, Assistant Provost, Women's Initiatives
- Dr. Anna Solomon, Facilitator/Administration, School of Pharmacy
- Dr. Peter Stanwick, Associate Professor, Human Resources Management, College of Business
- Dr. Sarah Stanwick, Associate Professor, Accountancy, College of Business
- Dr. Barbara Struempler, Professor and Extension Specialist, Nutrition, Dietetics and Hospitality Management, College of Human Sciences
- Dr. Karen Veverica, Administrator III, International Agriculture, College of Agriculture
- Dr. Doug White, Associate Professor, Nutrition, Dietetics and Hospitality Management, College of Human Sciences
- Dr. Dave Williams, Professor and Department Head, Horticulture, College of Agriculture
- Dr. Norbert Wilson, Associate Professor, Agricultural Economics and Rural Sociology, College of Agriculture
- Dr. Michelle Worosz, Assistant Professor, Agricultural Economics and Rural Sociology, College of Agriculture
- Dr. Claire Zizza, Associate Professor, Nutrition, Dietetics and Hospitality Management, College of Human Sciences

Going forward, the deans of all academic schools and colleges, Dean of Libraries, Director of Honors College, Directors of the Alabama Cooperative Extension System and the Alabama Agricultural Experiment Station, and the Vice Presidents for Student Affairs, Research, and University Outreach have agreed to collaborate in the programming of the IHI. The teaching and outreach/Extension functions are expected to expand with the infrastructure support offered by the IHI, and research teams will be organized when a Director of Research is added to the IHI team and as funding opportunities arise.

4. THE CENTER OR INSTITUTE WILL ENHANCE INSTRUCTION, RESEARCH, OR EXTENSION PROGRAMS IN COLLEGES AND SCHOOLS AND PROVIDE MORE EFFECTIVE ADMINISTRATION OF PROGRAMS.

The creation of a hunger institute at Auburn will more clearly delineate the leadership structure and the program of work for the IHI. It will provide a central point of coordination and

support for students and faculty who wish to become involved in the initiative. The Dean of the College of Human Sciences is serving as Executive Director on a temporary basis, and the CHS Director of External Relations is currently acting as Director of Programming until funding is acquired to hire permanent staff. Douglas Coutts is the World Food Programme Executive-in-Residence, presently in his fourth year on loan from WFP. Finally, a search for a Director of Auburn's War on Hunger has just been completed. This position is supported on a year to year basis, subject to availability of funds (.5 FTE by the Provost; .5 FTE by CHS). While other staff positions will be filled in the coming years, the greatest immediate need is the addition of a director to lead the research program.

The governance of the IHI will include an Executive Director reporting to the Dean of the College of Human Sciences, who also serves as an Associate Director of AAES. The Deans of the College of Sciences and Mathematics, College of Veterinary Medicine, and School of Forestry and Wildlife Sciences also serve as AAES Associate Directors and will constitute the Administrative Board for the Institute, along with the Dean of the College of Agriculture. Other academic deans may be included in board action at various times depending on the IHI's scope of work. In addition, representatives from appropriate vice president offices will be appointed as ex officio committee members. The Institute will report through the AAES Director who reports directly to the President of Auburn University.

5. ESTABLISHMENT OF A CENTER OR INSTITUTE WILL PROVIDE THE PROGRAM GREATER VISIBILITY AND INCREASED POTENTIAL FOR EXTRAMURAL FUNDING.

The establishment of the IHI clearly enhances Auburn's visibility internationally through the work of Universities Fighting World Hunger. At present, Auburn's hunger leadership team is working with other states such as Kansas, Maine, and North Carolina to launch statewide hunger initiatives. In addition, international institutions such as Makerere University in Uganda, National Agricultural University in Honduras, and Szent Istvan University in Hungary are looking to Auburn for technical assistance.

The IHI also increases the potential to attract both government and private sector funds and related support. As a start, Lieutenant Governor Kay Ivey has agreed to be the public spokesperson to launch the Ending Child Hunger in Alabama initiative, and the Alabama Department of Education will also provide leadership to support the effort. At the federal level, multiple agencies are investing in the fight against hunger, such as USAID, U.S. Department of Agriculture, U.S. Department of State, and numerous others.

In the corporate and foundation communities, hunger has become a priority in a wide range of organizations. Some of these include: Sodexo; Elanco of Eli Lilly; Wal-Mart; Cargill; John Deere; ConAgra; Kraft; Target; YUM Brands; Pepsico; Coca Cola; etc. Further, philanthropists like Howard Buffett and several Auburn University donors are asking to learn more the UFWH movement and Auburn's role in its leadership.

The success of the new Institute will depend in large part upon the strength and innovation of its Director. Therefore, the current interim structure will remain in place,

supported by the College of Human Sciences, until sufficient funds are acquired to hire a permanent director and related staff. The IHI will eventually be supported exclusively by extramural funds. To launch the International Hunger Institute, the AAES Director has committed \$300,000 in funding over a three-year period. Further, I understand that the IHI will be reviewed by an external team of evaluators every five years, thereby ensuring compliance with Auburn Board of Trustees Policy. The International Hunger Institute will be established immediately upon approval.

In conclusion, the establishment of an International Hunger Institute will create a footprint that has the potential to put Auburn University on the map for its leadership in ending both domestic and global hunger. The opportunities for national and international visibility are outstanding, and the potential for attracting extramural dollars to support the IHI is very promising. The attached Executive Summary and slide deck provide further detail on the plan for the IHI going forward.

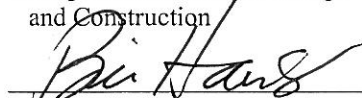
Collaborators International Hunger Institute



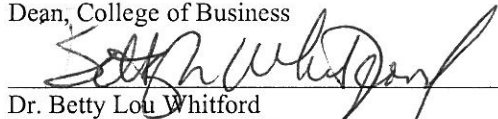
Dr. Bill Batchelor
Dean, College of Agriculture
Director, Alabama Agricultural
Experiment Station



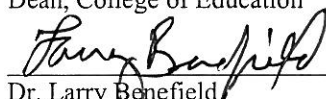
Dr. Vini Nathan, Dean
College of Architecture, Design
and Construction



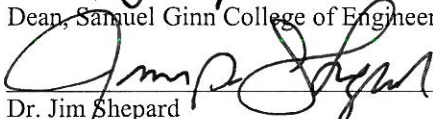
Dr. Bill Hardgrave
Dean, College of Business



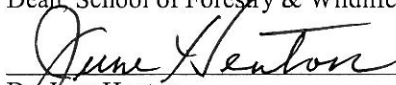
Dr. Betty Lou Whitford
Dean, College of Education



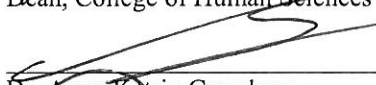
Dr. Larry Benefield
Dean, Samuel Ginn College of Engineering



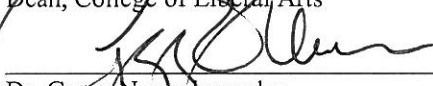
Dr. Jim Shepard
Dean, School of Forestry & Wildlife Sciences



Dr. June Henton
Dean, College of Human Sciences



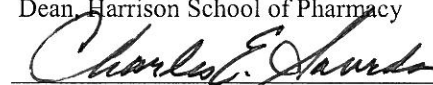
Dr. Anne-Katrin Gramberg
Dean, College of Liberal Arts



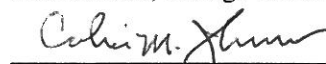
Dr. Gregg Newschwander
Dean, School of Nursing



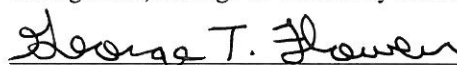
Dr. Lee Evans
Dean, Harrison School of Pharmacy



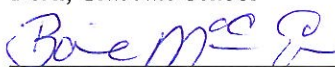
Dr. Charles Svarda
Interim Dean, College of Sciences & Mathematics



Dr. Calvin Johnson
Acting Dean, College of Veterinary Medicine



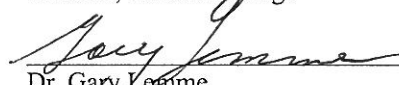
Dr. George Flowers
Dean, Graduate School



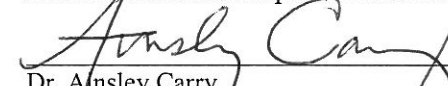
Dr. Bonnie MacEwan
Dean, University Libraries



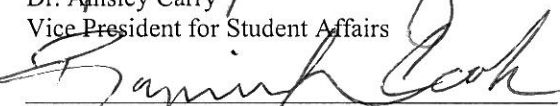
Dr. Jim Hansen
Director, Honors College



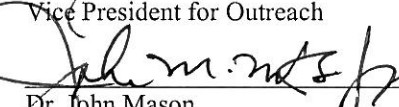
Dr. Gary Lemme
Director, Alabama Cooperative Extension System



Dr. Ansley Carry
Vice President for Student Affairs

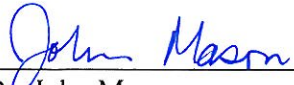


Dr. Rick Cook
Vice President for Outreach

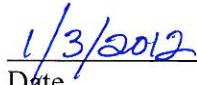


Dr. John Mason
Vice President for Research

I hereby approve the creation of the International Hunger Institute:

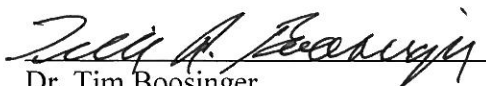


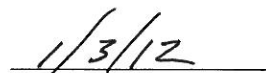
Dr. John Mason
Vice President for Research



Date

I hereby approve the creation of the International Hunger Institute:


Dr. Tim Boosinger
Interim Provost


Date

INTERNATIONAL HUNGER INSTITUTE

Proposal



AUBURN
UNIVERSITY

IHI Executive Summary

World hunger is on the rise.

Although the United Nations designated the eradication of “extreme poverty and hunger” as its #1 Millennium Development Goal, hunger is actually *increasing* by approximately four million people each year. Therefore, the time is now for all stakeholders to join together in a collaborative effort to meet the needs of hungry people today and to engage the next generation of university students in the ongoing fight against hunger in the years to come.

The International Hunger Institute will create a learning environment where a multi-sector network of universities, corporations and foundations, NGOs and related non-state agencies, and governments can build a comprehensive agenda focused on ending hunger, perhaps the world's most pressing human sustainability issue.

Auburn University has a long history of leadership among the nation's land, space, and sea-grant institutions. Its role in agricultural development and related programs is recognized throughout the world. From expertise in a variety of agricultural food commodities, such as fisheries and poultry, to wireless engineering, supply chain management, food safety, as well as student anti-hunger advocacy, no other institution is as well positioned to pursue the development of an International Hunger Institute. In addition, Auburn's relationship with the World Food Programme, specifically through the College of Human Sciences, has uniquely prepared it to provide capable leadership for the IHI.

In 2004, Auburn University was invited by the United Nations World Food Programme to be its lead academic partner in a student-focused *War on Hunger* campaign. The partnership has resulted in an educational model that addresses both short-term (i.e., hunger awareness consciousness-raising, fundraising, and advocacy) and long-term (i.e., teaching, research, and outreach academic initiatives) solutions to hunger. Further, the partnership has led to more than 200 universities mobilizing nationally and globally under the banner of *Universities Fighting World Hunger*. With human sustainability as a framework, the comprehensive model outlines a grassroots student campaign and an academic action agenda that are suitable for adaptation or replication by participating universities.

The slide deck attached further explicates Auburn's educational hunger model and the progress of the *War on Hunger* to date. Further, it describes the rationale for the participation of the multi-sector partnerships that will collaborate in the Institute. An initial organizational structure is outlined for the IHI, and a five-year plan is presented including vision, mission, goals, and deliverables. The proposed budget from all sources is estimated to ramp up from \$1 million in 2012 to \$5 million in 2016.

Support for the International Hunger Institute will enable the participating partners to help millions of hungry people, domestically and globally, and to impact the lives of students around the world for generations to come.

We invite you to join us.



Auburn University proposes to create an

International Hunger Institute

*which will leverage the strengths of
the public and private sectors to
engage future generations in a sustainable
approach to ending hunger.*

Only Auburn University has committed to such a comprehensive approach including:

- a unique relationship with UN World Food Programme;
- a focus on both domestic and global hunger;
- a grassroots campaign as well as an academic hunger agenda; and
- multi-sector partnerships to build the power of collaborative engagement in the fight against hunger.

AUBURN
UNIVERSITY

Auburn University Record of Achievement in Agricultural Development and Related Programs

- Nation's largest warm-water aquaculture and fisheries program, *teaching the world to fish* in more than 120 countries.
- Natural Resources Institute, pursuing *water quality and biofuels research* to promote sustainable practices.
- Center for Forest Sustainability, *assessing the impact of expanding human populations on natural resources* and the quality of human life.
- Wireless engineering programs, enabling the development of next generation technologies that *facilitate communications in remote regions* of the world.
- Supply chain management, advancing the *logistics of feeding hungry people* worldwide.

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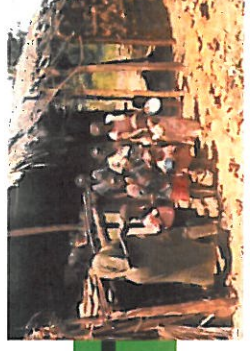
UNIVERSITIES
FIGHTING
WORLD
HUNGER

- Architecture's world renowned Rural Studio, seeking to *improve the living conditions* in rural Alabama with application for the world's poorest communities.
- Health Sciences Initiative and Boshell Diabetes and Metabolic Diseases Research Program, addressing issues such as *obesity, Alzheimer's, and HIV/AIDS*, all of which relate to the complexities of hunger.
- Food Systems Initiative and the Center for Detection and Food Safety, utilizing multidisciplinary research expertise to ensure a *sufficient, affordable, and safe food supply*.
- College of Human Sciences, answering the national call for states to *end child hunger* by 2015.
- *Leader in a coalition of more than 200 universities worldwide committed to ending hunger.*

Auburn University War on Hunger

- In 2004, Auburn University was invited by the United Nations World Food Programme (WFP) to become its lead academic partner in a student-focused *War on Hunger* campaign.
- This partnership afforded Auburn the opportunity to involve students and faculty in a global issue focused on a dimension of social/economic justice, specifically, human sustainability.
- The War on Hunger has led to the creation of an alliance of more than 200 colleges and universities, mobilizing nationally and globally, under the banner of Universities Fighting World Hunger (UFWH).

Note: 'universities' includes all institutions of higher education



Auburn University Hunger Model

Vision:

In pursuit of a sustainable future, Auburn University will lead a global higher education movement focused on eradicating world hunger.

Mission:

Auburn will be the catalyst mobilizing universities to collaborate in the pursuit of a *grassroots student campaign* and an *academic agenda* to end world hunger.

Founding Goal:

Auburn will develop and implement a human sustainability action agenda for students and faculty that encompasses

- (1) hunger awareness, consciousness-raising, and fundraising;
- (2) advocacy; and
- (3) academic initiatives, leading to a university community that is fully committed to and engaged in the effort to eliminate world hunger.



Uniting the fighting spirit of the eagle with the compassion of the human touch

Committee of 19*

(One student representative, competitively selected, from every college and major campus organization to lead the grassroots campaign)**

College of Agriculture
College of Architecture, Design and Construction

College of Business

College of Education

College of Engineering

School of Forestry and Wildlife Sciences

College of Human Sciences

College of Liberal Arts

School of Nursing

School of Pharmacy

College of Sciences and Mathematics

College of Veterinary Medicine

Honors College

Student Government Association

Black Student Union

International Student Organization

Housing and Residence Life

Graduate Student Organization

Greek Life

University Programs Council

Auburn's War on Hunger
Leadership Structure



Academic Initiatives Committee

Faculty setting priorities for an academic hunger agenda

Universities Fighting World Hunger

From One to 200+: Auburn Building the Worldwide Coalition

Since the launch of Universities Fighting World Hunger in 2006, Auburn University has recruited more than 200 institutions of higher education to engage in collective action against hunger.

Examples of participants include:

Prominent private universities are on board :

Harvard University
Morehouse College
Yale University
Georgetown University
Johns Hopkins University
Princeton University
Emory University
Saint Joseph's University
George Washington University
Davidson College
Syracuse University

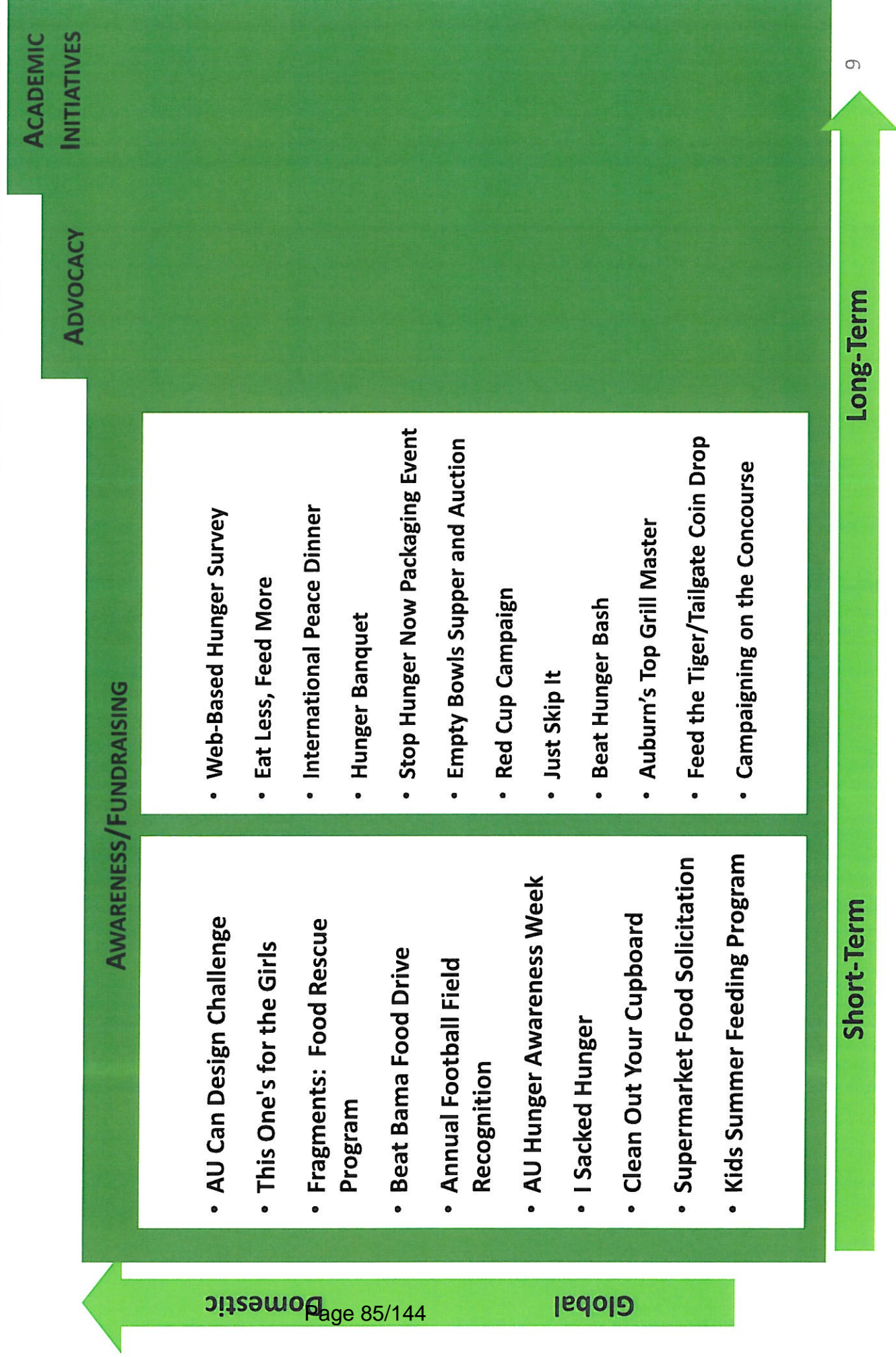
International institutions around the globe have become members of UFWH:

Progress Institute of Design, Bangladesh
University of Guelph, Canada
Ruaha University College, Tanzania
University degli Studi Roma Tre, Italy
Kristal University, Albania
Charles Sturt University, Australia
Universidad Nacional Autonoma de Honduras
Lugansk State Medical University, Ukraine
Instituto Politecnico Nacional, Mexico
Sharjah Higher Colleges of Technology, UAE
University of Cape Town, South Africa
Shizuoka Sangyo University, Japan
VIT University, India
Goldsmiths College, England

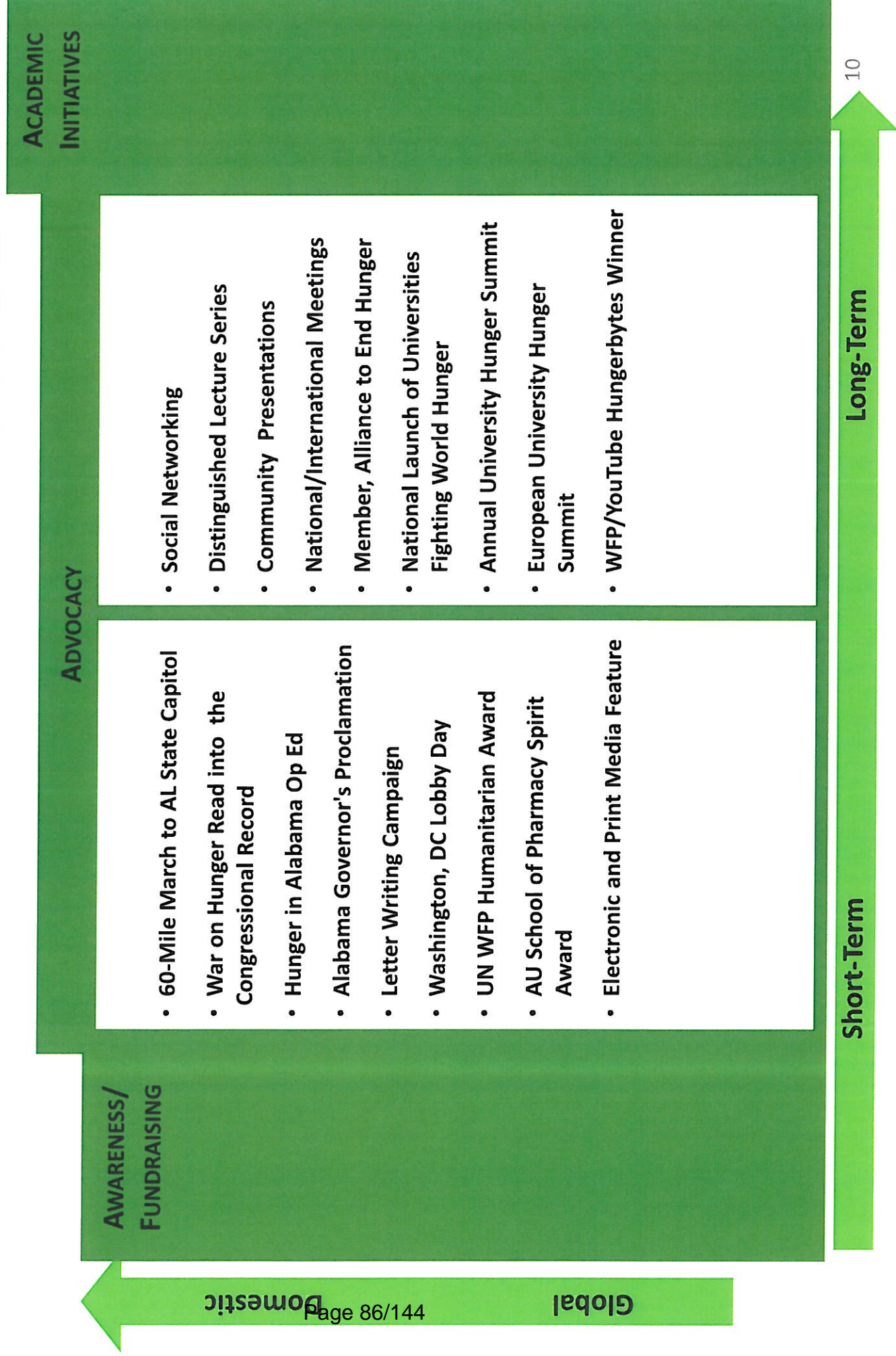
Large U.S. public and land-grant universities from coast to coast have joined the initiative:

Cornell University
Washington State University
Texas A&M University
Michigan State University
Tennessee State University
University of Minnesota
Pennsylvania State University
Utah State University
Iowa State University
University of Wisconsin
Oregon State University
University of Georgia
University of Maryland
Purdue University
Florida A&M University
Ohio State University
United States Naval Academy

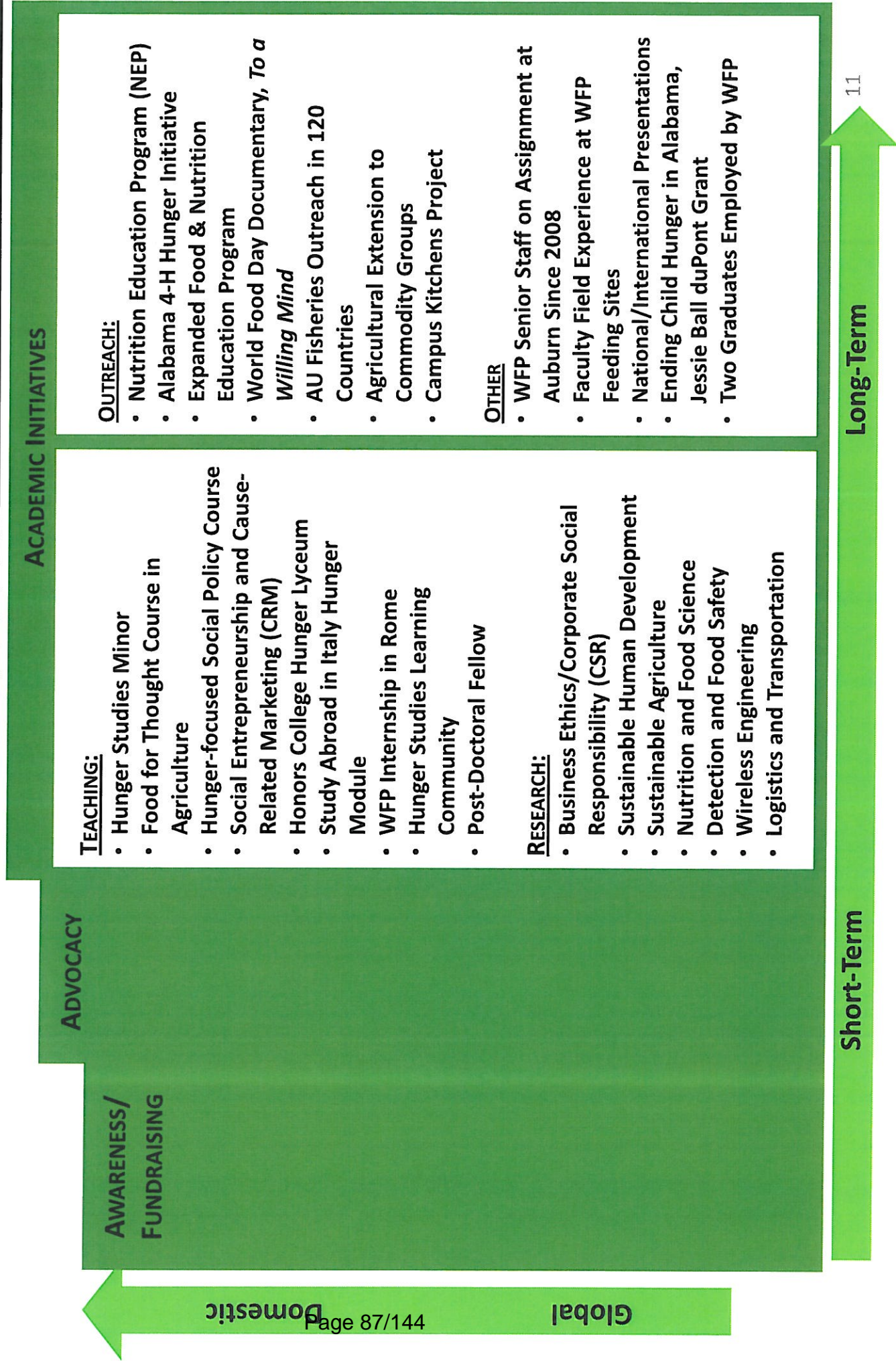
A Comprehensive Action Agenda: Knowing and Caring About Hunger



A Comprehensive Action Agenda: Creating the Political Will to End Hunger



A Comprehensive Action Agenda: Generating Sustainable Solutions to Eradicate Hunger



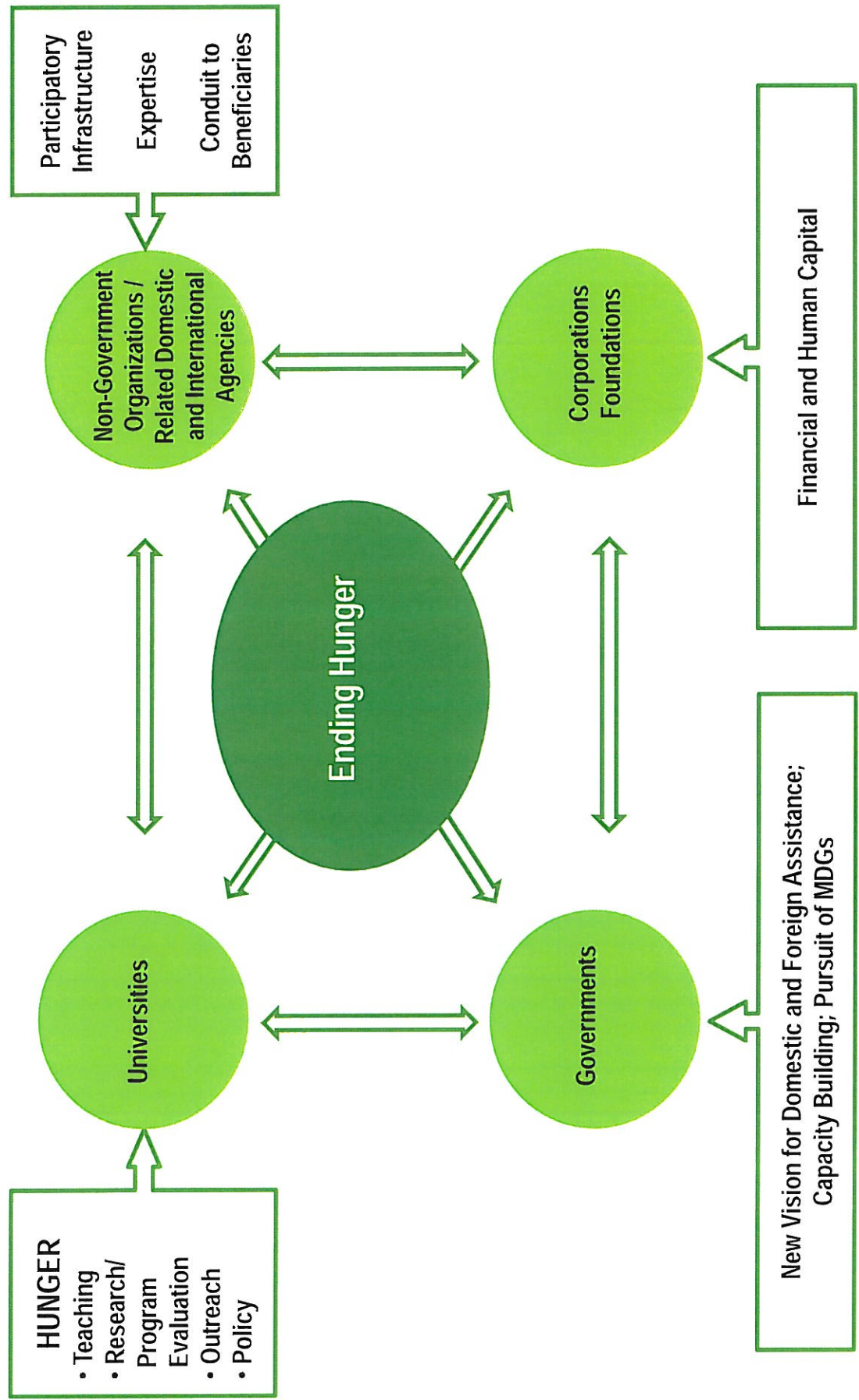
International Hunger Institute

Building on a sound track record partnering with the United Nations World Food Programme, and leading more than 200 institutions globally in the fight against hunger,

Auburn University proposes to establish an *International Hunger Institute (IHI).*

The Institute will encourage participation from a multi-sector network including: universities; corporations and foundations; governments; and non-government organizations and related domestic and international agencies.

Multi-Sector Partnership Model



Vision

To leverage the strengths of the public and private sectors with Auburn University to engage future generations in a sustainable approach to ending hunger.

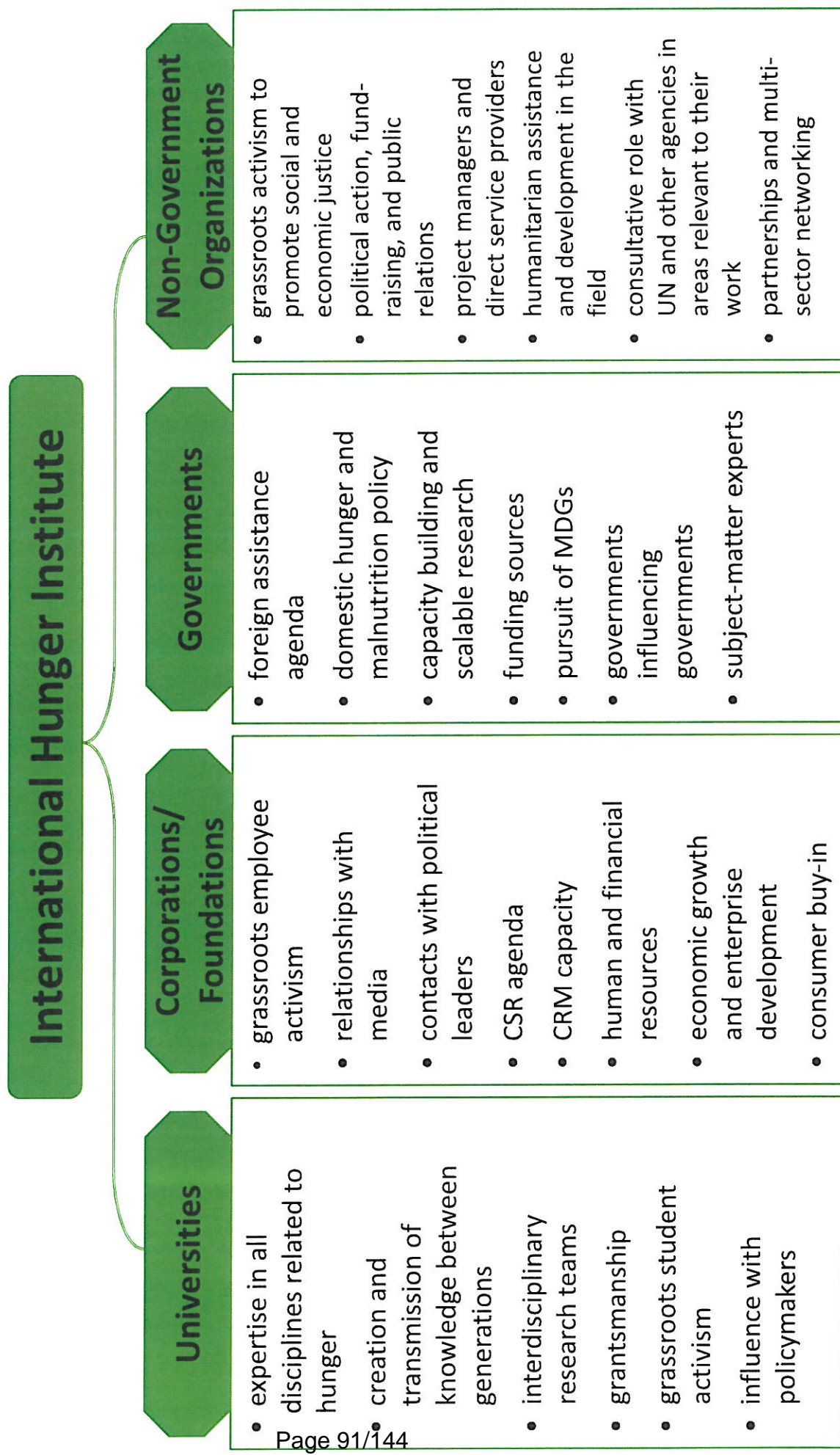
Mission

To mobilize universities, in cooperation with corporations and foundations, NGOs and related agencies, and governments, in the pursuit of a domestic and world hunger action agenda composed of: 1) a grassroots campaign of hunger awareness, consciousness-raising, fundraising, and advocacy; and 2) academic initiatives including teaching, research, outreach, and policy.

Strategic Goals

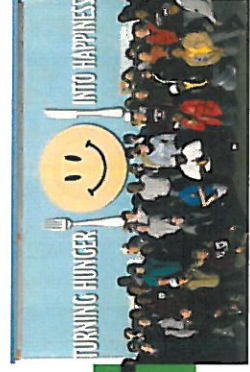
- To implement sound policy strategies and effective advocacy initiatives related to the root causes of hunger, its consequences, and solutions.
- To facilitate networking and encourage cooperation among multi-sector partners in the US and abroad in the fight against domestic and global hunger.
- To engage students and the global workforce in a grassroots campaign to build awareness.
- To promote innovative curriculum development and best practices in human sustainability.
- To support research and pilot programs in areas that contribute to a hunger-related development assistance agenda.
- To leverage the range of necessary resources required for the IHI to achieve global prominence.

The IHI Web of Partnerships: Leveraging Resources and Driving Success



Rationale for Universities to Participate in IHI

- Quality of life initiative with both a local community focus and a global reach
- Programmatic integration through student affairs and academic units of universities
- Work of every discipline applied to solving one of the world's most pressing problems
- Promotion of institutional goals by establishing best practices in
 - International programming
 - Global citizenship
 - Service learning (national service)
 - Diversity
 - Sustainability
 - Multi-disciplinary research
 - Undergraduate research
- Opportunity to become part of a worldwide coalition to take collective action against hunger



Rationale for Corporations to Participate in IHI

Corporate Social Responsibility Mandate

- Millennium Development Goal #1 to cut poverty and hunger in half by 2015
- A human sustainability call to action to ensure that the entire world has adequate access to food
- Hunger agenda - an opportunity to address both a local and global issue
- Large scale corporations with the capability to
 - influence and engage thousands of associates, retirees, and consumers
 - leverage impact with scalable partnerships around the world

Business Imperative

- A model 21st century corporation for human sustainability
- Authenticity of corporate communications platform
- Long-term, sustainable strategy to reduce global food insecurity
- Establish or increase footprint in developing world economies to secure future sourcing and market access
- Conduit for recruitment of top students
- Access to best and brightest university faculty
- A case study model for corporate best practices
- Powerful PR value to attract highly recruited prospective employees

Rationale for Governments to Participate in IHI



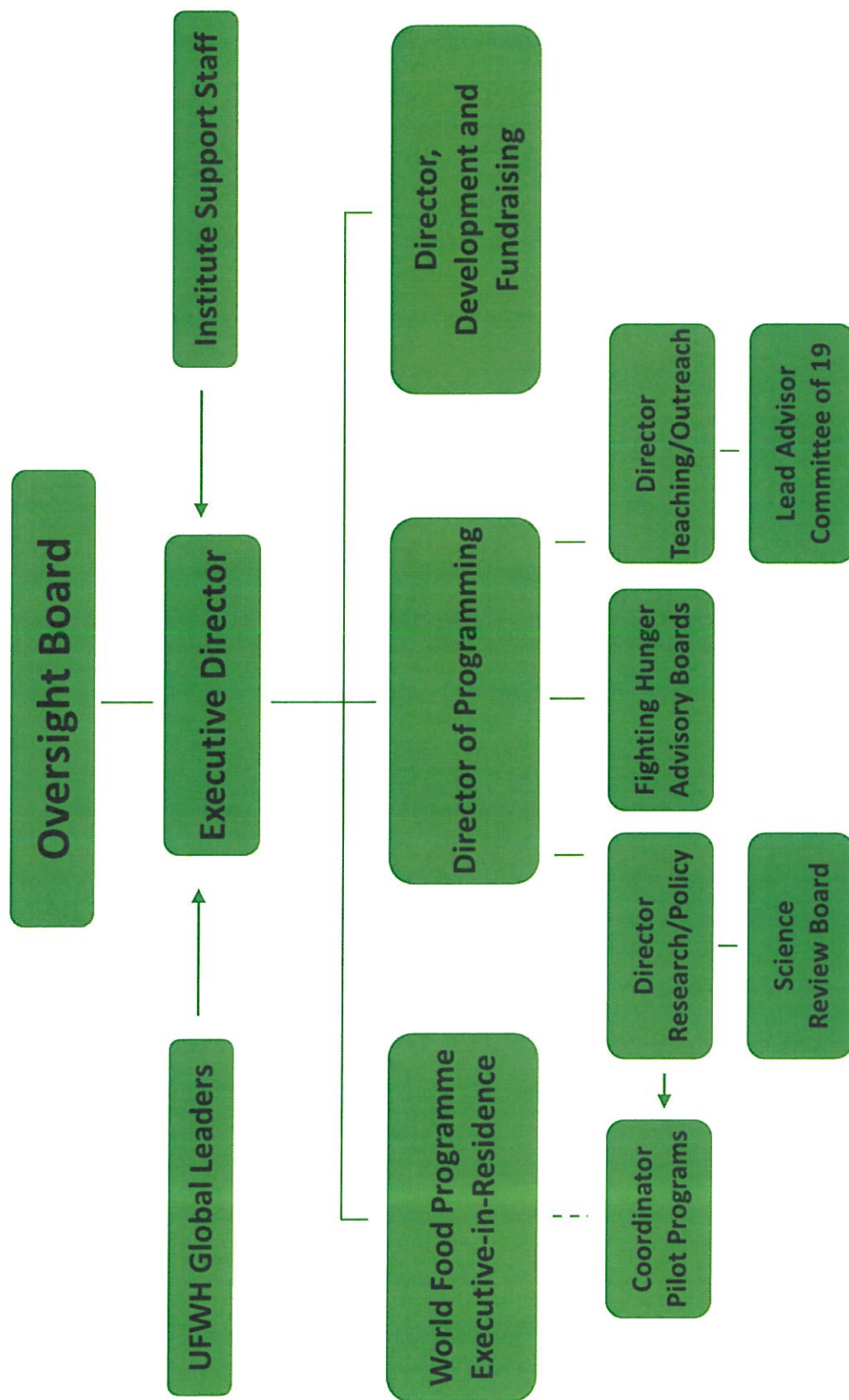
- Central focal point for governments to collaborate with international organizations (e.g., United Nations, World Bank) in achieving the #1 Millennium Development Goal
- Cross-agency and intra-agency cooperation to extend the reach of government and to more efficiently and effectively address hunger as a multi-disciplinary sustainability issue
- Conduit for government to strengthen relationships with private institutions of higher education
- Access to a pool of graduates who are educated about food insecurity and skilled in leadership, advocacy, and global citizenship
- Mechanism for governments to implement their development assistance goals (e.g., USAID, USDA)
- Build capacity to empower and educate women and girls through multi-sector partnerships

Rationale for Non-Government Organizations to Participate in IHI



- Network to foster cooperative endeavors with other non-government organizations and related agencies
- Greater access to academic knowledge and research expertise related to hunger
- Connection with student activists as potential volunteers and humanitarian professionals
- Exposure to public and private sector funding sources
- High profile international visibility

IHI Structure (2011-2015)



International Hunger Institute: Examples of Phase 1 Deliverables (2012 - 2016)



- Acquire funding from public and private sources to underwrite the IHI.
- Participate in US government's Feed the Future initiative, beginning in Honduras.
- Lead the Ending Child Hunger in Alabama initiative.
- Develop and implement a Master's level certificate in Hunger and Food Security, building on the strength of the undergraduate Hunger Studies minor.
- Establish a Hunger Scholars Round Table to facilitate dialogue and encourage cooperative research among international hunger experts.
- Coordinate and launch Corporations Fighting World Hunger.
- Sponsor University Hunger Summits and Career Fairs, domestically and internationally to continue to expand Universities Fighting World Hunger.
- Create a network of pilot programs for students and corporate employees to serve in under-developed communities in the US and abroad.
- Establish IHI as a center for hunger-related research and policy.
- Partner with international organizations (e.g. World Food Programme, FAO) and NGOs in advocacy education and pilot program implementation.
- Serve as a model of best practices for innovation in service learning, international programming, diversity, human sustainability, and global citizenship.

International Hunger Institute:
Budget Estimate (2012 - 2016)



The proposed budget for 2012 – 2016 is estimated to be at least \$15 million from public and private sources. As IHI activities ramp up, general budget needs will follow the approximate schedule below:

\$1,000,000	Year 1 (2012)
2,000,000	Year 2 (2013)
3,000,000	Year 3 (2014)
4,000,000	Year 4 (2015)
5,000,000	Year 5 (2016)
\$15,000,000	Total Over 5 Years



Angela Montoya
Auburn University
Graduate

Auburn University

seeks to establish the

International Hunger Institute

- a multi-sector partnership to address one of the most critical of all human sustainability issues.

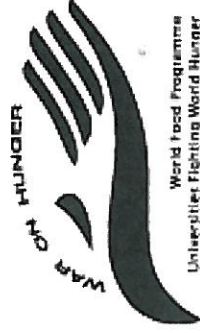
Thank you for your support of this important effort to help millions of hungry people and to impact the lives of students around the world for generations to come.

Cali, Colombia
B.S. College of Business
M.S. College of Human Sciences
Charter Member, Committee of 19
Student Intern, WFP, Rome
Junior Consultant, WFP, Rome

INTERNATIONAL HUNGER INSTITUTE

Together we can...

end world hunger.



June Henton, Ph.D.
Dean
jhenton@auburn.edu

Harriet Giles, Ph.D.
Director, External Relations
hgiles@auburn.edu

College of Human Sciences
Auburn University
210 Spidle Hall
Auburn, AL 36849
Phone: 334-844-3790
Fax: 334-844-3749

Contact us:

Executive Summary

Audit Committee

Review of Audited Financial Statements

The administration anticipates having the financial audit and bound copies of the Fiscal Year 2011 Audit Report completed and is requesting an opportunity to review such statements with the Audit Committee of the Board of Trustees. PricewaterhouseCoopers, the University's independent auditors, Internal Auditing, and members of the University Administration will be on hand to present and respond to questions as appropriate.

FINANCE COMMITTEE

RESOLUTION

PROPOSED AUBURN UNIVERSITY MAIN CAMPUS
HOUSING RATES FOR ACADEMIC YEARS
2012-2013, 2013-2014, and 2014-2015

WHEREAS, housing facilities are provided on the Auburn University main campus as a convenience and service to our students, primarily those in the first year of enrollment; and

WHEREAS, the administration regularly reviews housing operations to assure that it is responsive to student needs and that it continues to be fiscally sound and self-supporting; and

WHEREAS, the housing department needs to increase a reserve for deferred maintenance, increased debt retirement commitments, rising operational costs, anticipated Hill Residence Halls renovations, and non-recurring expenditures; and

WHEREAS, housing residence management and senior administrators have proposed housing rates increases for each of the next three academic years in response to those demands and that these recommendations are endorsed by the President. and

NOW THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that Jay Gogue, President, or such person as may be acting as President, be and the same is hereby authorized to effect the proposed student housing rates for Auburn University main campus, as displayed on Attachment A to this resolution, with the new rates becoming effective with the 2012 fall semester and each of the two subsequent academic years.

AUBURN UNIVERSITY MAIN CAMPUS
SEMESTER HOUSING RATES FOR ACADEMIC YEARS 2012-2013, 2013-2014, and 2014-2015

Attachment A

	2012-2013		2012-2013		2012-2013		2012-2013		2013-2014		2013-2014		2013-2014		2014-2015		2014-2015		Number Of Beds
	Proposed Semester Rate	Current Semester Semester Rate	Rent Increase Percentage	SEC Comparable Housing Rates	Proposed Semester Rate	Current Semester Semester Rate	Rent Increase Percentage	SEC Comparable Housing Rates	Proposed Semester Rate	Current Semester Semester Rate	Rent Increase Percentage	SEC Comparable Housing Rates	Proposed Semester Rate	Current Semester Semester Rate	Rent Increase Percentage	SEC Comparable Housing Rates	Proposed Semester Rate	Current Semester Semester Rate	
Double Occupancy																			
Quad	\$2,600	\$2,365	9.9%	\$2,315-\$3,395	\$2,850	\$2,600	9.6%	\$2,385-\$3,500	\$3,100	\$2,850	8.8%	\$2,450-\$3,600							926
Hill	\$2,250	\$2,045	10.0%	\$2,315-\$3,395	\$2,500	\$2,250	11.1%	\$2,385-\$3,500	\$2,750	\$2,500	10.0%	\$2,450-\$3,600							1,432 [a]
Single Occupancy																			
Village	\$3,400	\$3,130	8.6%	\$3,190-\$4,310	\$3,700	\$3,400	8.8%	\$3,285-\$4,440	\$4,000	\$3,700	8.1%	\$3,380-\$4,570							1,651
Quad	\$3,200	\$2,940	8.8%	\$3,190-\$4,310	\$3,500	\$3,200	9.4%	\$3,285-\$4,440	\$3,800	\$3,500	8.6%	\$3,380-\$4,570							41
Hill	\$2,900	\$2,660	9.0%	\$3,190-\$4,310	\$3,150	\$2,900	8.6%	\$3,285-\$4,440	\$3,450	\$3,150	9.5%	\$3,380-\$4,570							50
South Donahue					\$4,800	\$0	0.0%		\$5,000	\$4,800	4.2%								394

[a] Hill Renovations are projected to begin in 2013-2014, therefore the available number of beds is projected to be approximately 1,032 for the duration of the renovations




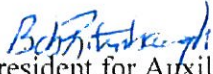
AUBURN UNIVERSITY

ASSISTANT VICE PRESIDENT
FOR AUXILIARY SERVICES

January 23, 2012

MEMORANDUM TO: Dr. Jay Gogue
President

THROUGH: Dr. Donald L. Large, Jr. 
Executive Vice President

FROM: Bob Ritenbaugh 
Assistant Vice President for Auxiliary Services

SUBJECT: Proposed Auburn University Main Campus
Housing Rates for Academic Years
2012-2013, 2013-2014, and 2014-2015

Proposal:

It is recommended that rates increases be implemented for the upcoming three academic years, 2012-2013, 2013-2014, and 2014-2015, for Auburn University main campus residence halls as shown on Schedule A. The requested rates increases range annually from 4.2% to 11.1%.

Review and Consultation:

The proposal to increase residence hall rates over our current rates in each of the next three academic years is based on review of various data and in consultation with Director of Housing Kim Trupp and her staff and reflects the following broad considerations:

Auburn University's housing rate for a space in a typical double or single occupancy residence hall room has historically ranked in the lower fourth of Southeastern Conference institutions. And consistent with previous years, most SEC institutions report they expect to raise housing rates for fiscal year 2012-2013 and annually in subsequent years.

Generating a surplus for deferred maintenance, renovations, increased debt retirement obligations, operating expense inflation, and non-recurring expenditures is critical to insuring that adequate funds are available to sustain and maintain suitable and attractive on-campus residential living facilities. Moving Auburn University Housing rates structure from the bottom quarter of our peer

SEC institution rates to the approximate midpoint of those rates over a three-year period through systematic increases enhances Housing's ability to meet future fiscal challenges. Additionally, committing funds annually to a reserve in the amount of 2% to 4% of housing's fixed asset value, while a conservative percentage, is a recommended minimum level by The National Association of College and University Business Officers (NACUBO). As was the case in previous years, a portion of each year's rates increases is targeted toward building that reserve.

Residing on campus, especially during the freshman year, continues to be extremely popular with Auburn University students and parents of students. On-campus living remains competitively priced in terms of total value/cost with living off campus locally. In actuality, at higher education institutions, on-campus housing departments find their market comparison to be vis-à-vis what peer institutions charge for their residential facilities rather than their local markets.

Rationale for Recommendation:

As an auxiliary enterprise it is essential for Housing to operate in a fiscally self-sustaining manner. The housing rates increases for the next three academic years proposed herein should not negatively impact student demand or residential occupancy levels. Historically, Housing achieves 100% occupancy at the beginning of each Fall semester. Occupancy tends to decline only slightly for the Spring semester. The proposed three-year rates increases will provide the additional required funds to offset increasing operating expenses, significant and increasing debt service retirement costs, much needed renovation of our Hill area residence halls, as well as generate appropriate recommended reserves. Housing's goal for 2012-2013 and beyond is to remain one of the "best on-campus housing values" available within the SEC. This proposal remains consistent with that goal.

RCR/sh

Attachments: Schedule A: Auburn University Main Campus
Semester Housing Rates for Academic Years
2012-2013, 2013-2014, and 2014-2015

Schedule B: Auburn University Main Campus
Housing Financial and Other Information
Projected Fiscals Years 2012 through 2015

xc: Ms. Kim Trupp

AUBURN UNIVERSITY MAIN CAMPUS

SEMESTER HOUSING RATES FOR ACADEMIC YEARS 2012-2013, 2013-2014, and 2014-2015

Schedule A

	2012-2013		2012-2013		2012-2013		2012-2013		2013-2014		2013-2014		2013-2014		2014-2015		2014-2015		2014-2015		Number Of Beds
	Proposed Semester Rate	Current Semester Semester Rate	Rent Increase Percentage	SEC Comparable Housing Rates	Proposed Semester Rate	Current Semester Semester Rate	Rent Increase Percentage	SEC Comparable Housing Rates	Proposed Semester Rate	Current Semester Semester Rate	Rent Increase Percentage	SEC Comparable Housing Rates	Proposed Semester Rate	Current Semester Semester Rate	Rent Increase Percentage	SEC Comparable Housing Rates	Proposed Semester Rate	Current Semester Semester Rate	Rent Increase Percentage	SEC Comparable Housing Rates	
Double Occupancy																					
Quad	\$2,600	\$2,365	9.9%	\$2,315-\$3,395	\$2,850	\$2,600	9.6%	\$2,385-\$3,500	\$3,100	\$2,850	8.8%	\$2,450-\$3,600	\$3,100	\$2,850	8.8%	\$2,450-\$3,600	\$3,100	\$2,850	8.8%	\$2,450-\$3,600	926
Hill	\$2,250	\$2,045	10.0%	\$2,315-\$3,395	\$2,500	\$2,250	11.1%	\$2,385-\$3,500	\$2,750	\$2,500	10.0%	\$2,450-\$3,600	\$2,750	\$2,500	10.0%	\$2,450-\$3,600	\$2,750	\$2,500	10.0%	\$2,450-\$3,600	1,432
Single Occupancy																					
Village	\$3,400	\$3,130	8.6%	\$3,190-\$4,310	\$3,700	\$3,400	8.8%	\$3,285-\$4,440	\$4,000	\$3,700	8.1%	\$3,380-\$4,570	\$4,000	\$3,700	8.1%	\$3,380-\$4,570	\$4,000	\$3,700	8.1%	\$3,380-\$4,570	1,651
Quad	\$3,200	\$2,940	8.8%	\$3,190-\$4,310	\$3,500	\$3,200	9.4%	\$3,285-\$4,440	\$3,800	\$3,500	8.6%	\$3,380-\$4,570	\$3,800	\$3,500	8.6%	\$3,380-\$4,570	\$3,800	\$3,500	8.6%	\$3,380-\$4,570	41
Hill	\$2,900	\$2,660	9.0%	\$3,190-\$4,310	\$3,150	\$2,900	8.6%	\$3,285-\$4,440	\$3,450	\$3,150	9.5%	\$3,380-\$4,570	\$3,450	\$3,150	9.5%	\$3,380-\$4,570	\$3,450	\$3,150	9.5%	\$3,380-\$4,570	50
South Donahue					\$4,800	\$0	0.0%		\$5,000	\$4,800	4.2%		\$5,000	\$4,800	4.2%		\$5,000	\$4,800	4.2%		394

[J] Hill Renovations are projected to begin in 2013-2014, therefore the available number of beds is projected to be 1,032 for the duration of the renovations.

AUBURN UNIVERSITY MAIN CAMPUS

HOUSING FINANCIAL AND OTHER INFORMATION
PROJECTED FISCALS 2012, 2013, 2014 and 2015

Schedule B

	Projected 2012	%	Projected 2013	%	Projected 2014	%	Projected 2015	%
REVENUES	\$22,591,789	100.0%	\$24,501,897	100.0%	\$27,309,068 [a]	100.0%	\$29,436,944	100.0%
EXPENDITURES								
Personnel Costs	\$2,279,960	10.6%	\$2,348,359	11.3%	\$2,348,359	10.4%	\$2,348,359	9.3%
Operating	\$8,584,435	39.8%	\$9,013,657	43.4%	\$9,643,347	42.8%	\$10,125,514	40.1%
Debt Service	\$10,721,145	49.7%	\$9,411,671 [b]	45.2%	\$10,544,702	46.8%	\$12,803,422	50.6%
Total Expenditures	\$21,585,540	100.0%	\$20,773,687	100.0%	\$22,536,407	100.0%	\$25,277,295	100.0%
EXCESS REVENUE OVER EXPENDITURES	\$1,006,249		\$3,728,210		\$4,772,661		\$4,159,649	
Projected Beginning Reserve Balances	\$1,905,789		\$2,912,038		\$6,640,248		\$11,412,909	
Current Year Surplus	\$1,006,249		\$3,728,210		\$4,772,661		\$4,159,649	
Projected Ending Reserve Balances	\$2,912,038 [c]		\$6,640,248 [c]		\$11,412,909 [c]		\$15,572,558 [c]	

[a] Revenues increased due to the opening of the new South Donahue Residence Hall.

[b] The 2003 Housing and Dining Bond Issue will be paid in full May 2012.

[c] A 2% to 4% minimum deferred maintenance annual reserve based on the historical cost of Auburn University housing facilities would be \$4,750,200 to \$9,500,400. Total campus historical cost of housing facilities after the completions of South Donahue Residence Hall will be \$237,510,000.

AUBURN MONTGOMERY COMMITTEE
AND
FINANCE COMMITTEE

RESOLUTION

PROPOSED HOUSING RATE INCREASES
AUBURN UNIVERSITY AT MONTGOMERY

WHEREAS, housing facilities are provided on the Auburn University at Montgomery campus as a convenience and service to our students, and these housing operations must be fiscally self-supporting; and

WHEREAS, the administration regularly reviews housing operations on the campus to assure the operations are responsive to student needs and continue to be fiscally sound; and

WHEREAS, these programs have continued to experience cost increases for utilities, materials and supplies, for renewal and maintenance of the facilities themselves; and

WHEREAS, the appropriate residence management and senior administrators at AUM have proposed housing rate increases in response to these added costs and these recommendations are endorsed 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 effect student housing rate increases for Auburn University at Montgomery, as displayed on Schedule A attached to this resolution, with the new rates becoming effective with the 2012 fall semester.

AUBURN UNIVERSITY at MONTGOMERY

SEMESTER HOUSING RATES FOR ACADEMIC YEARS 2012-2013

	Proposed Semester Rate	Current Semester Rate	Rent Increase Percentage	2012-2013 Local Comparable Housing Rates	Number of Beds
Residence Hall Room Type					
Fall/Spring					
West Courtyards					
➤ Double	\$1,985	\$1,985	0%	\$2,975 – \$4,342	208
➤ Quad	\$1,635	\$1,635	0%	\$3,182 – \$4,262	24
➤ Private	\$3,710	\$3,710	0%	\$2,600 – \$4,025	34
➤ Semi-Private	\$3,330	\$3,330	0%	\$3,182 – \$4,262	12
North Commons	\$2,560	\$2,485	3%	\$3,182 – \$4,262	368
Summer					
West Courtyards					
➤ Double	\$1,320	\$1,320	0%	\$2,975 – \$4,342	208
➤ Quad	\$1,080	\$1,080	0%	\$3,182 – \$4,262	24
➤ Private	\$2,475	\$2,475	0%	\$2,600 – \$4,025	34
➤ Semi-Private	\$2,220	\$2,220	0%	\$3,182 – \$4,262	12
North Commons	\$1740	\$1,690	3%	\$3,182 – \$4,262	368




AUBURN

MONTGOMERY

OFFICE OF THE CHANCELLOR

16 December 2011

To: Dr. Jay Gogue
President

From: John G. Veres III 
Chancellor

Subject: Proposed Board Agenda Item
Increase in Auburn Montgomery Housing Rates

I am writing to request that the following item be presented to the Board of Trustees through the Auburn Montgomery Committee and the Finance Committee and included on the agenda of the meeting scheduled for 3 February 2012.

Action Recommended. We are requesting that the Board of Trustees be asked to approve an increase in Auburn University at Montgomery housing rates effective Fall 2012, at the percentage increases indicated on Schedule A. This recommendation provides funds to cover the rising costs of operating and maintaining the residence halls. The additional revenue of \$75,000 generated by these increases is essential to maintain the overall Auburn Montgomery housing operation in a self-supporting manner.

Review and Consultation. This proposal was initiated by the AUM Director of Housing and Residence Life and the Senior Director of Auxiliary Services at the request of the Vice Chancellor for Financial Affairs. The proposal was discussed at length with the student leadership to provide insight into the operations. The proposal was also reviewed and approved by senior administration.

Rationale for Recommendation. We are recommending an increase of rates for North Commons only. The current housing rate at North Commons is not sufficient to cover the on-going costs to operate and maintain the facility. The recommended rate increase of 3% is based on consideration of the rising costs of operation, the housing rates charged by other state institutions, and the cost to live off campus in comparable apartments. This requested increase does not include West Courtyard housing. The current revenue generated in West Courtyard exceeds the operating cost; therefore leaving these rates the same will not have a negative impact on the budget. The current housing rates at West Courtyards are in line with local apartments and raising these rates could be detrimental to filling these spaces. The recommended rates are in line with those being charged at other state institutions for accommodations of similar quality and conveniences.

In addition, these rates are competitive with the local apartment market when utilities, residential life activities, and proximity to campus are considered.

Wanda Blake and I are available to answer any questions you may have regarding this proposal.

Thank you for your kind attention.

Executive Summary
Finance Committee
Bond Refunding(s) and New Borrowings

The administration is requesting that the Board of Trustees approve the following:

- Refunding of Series 2003 Bonds (projected present value savings of 6%) and any of the other outstanding issues if market conditions allow for a 4% or higher present value savings.
- Obtain additional bond funds for certain Board approved construction projects.

The low interest rate environment and the efficiencies of coordinating the refunding(s) with new bonds funds provide an opportune time to pursue these proposed actions. Background information is provided herein and updated information will be presented by the administration at the Board meeting.

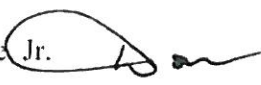


AUBURN UNIVERSITY

OFFICE OF THE PRESIDENT

January 20, 2012

MEMORANDUM TO: President Jay Gogue

FROM: Donald L. Large Jr. 

SUBJECT: Board of Trustees Agenda Item

- Bond Refunding(s) and New Borrowings

PROPOSAL:

It is proposed that the Board of Trustees approve the administration pursuing the following:

- Refunding of Series 2003 Bonds (projected present value savings of 6%) and any of the other outstanding issues if market conditions allow for a 4% or higher present value savings.
- Obtain additional bond funds for certain Board approved construction projects.

REVIEW AND CONSULTATION:

At the September 2010 meeting of the Board of Trustees, the administration received approval to pursue a refinancing with Merchant Capital as underwriters of the Series 2003 Bonds—approximately \$22 million outstanding. All appropriate work was done by the underwriters and Auburn University but the market changed (flooded with Build America Bonds) before the refunding could occur and thus we discontinued our efforts. The market is now favorable to again pursue this refunding. The potential present value savings could be in the \$1.4 million range (6% Present Value Savings) if we can target our refunding around March 1 or later. Accordingly, it is being requested that the Board reauthorize the administration to pursue the refunding of the Series 2003 Bonds.

The low interest rate market may offer opportunities to favorably refund other bond issues but with market volatility it is difficult to predict. If conditions do allow for adequate savings (defined as 4% on higher present value savings) it would be more efficient to pursue as one bond issue and combine with the action requested above.

In addition to the refunding request(s), it is also recommended that Auburn University seek additional bond funds in the amount of approximately \$30 million. This amount represents borrowings for the Board approved project for AUM residence halls.

President Jay Gogue
January 20, 2012
Page 2

RATIONALE FOR RECOMMENDATIONS:

The low interest rate environment and the efficiencies of coordinating the refunding(s) with new bond funds provide an opportune time to pursue these proposed actions.

Executive Summary

Finance Committee

Tuition Discussion for Fall 2012

The administration is currently developing information for the Board to review and consider for the FY 2013 budget that will begin October 1, 2012. It is clear that additional operating revenues will be required to address Board of Trustee and Administration priorities and additional tuition revenues will likely be required to address at least some of these priorities. The administration will be prepared to present information at the upcoming meeting for discussion and consideration of the Board for some level of tuition increase.



AUBURN UNIVERSITY
OFFICE OF THE PRESIDENT

January 20, 2012

MEMORANDUM TO: President Jay Gogue

FROM: Donald L. Large, Jr. 

SUBJECT: Board of Trustees Agenda Item

- Tuition Pricing for Fall 2012

Please allow time for a Finance Committee discussion of our current tuition and a likely proposed increase for Fall 2012. We are currently developing information for the Board to review and consider for the FY 2013 budget that will begin October 1, 2012. It is clear that additional operating revenues will be required to address Board of Trustee and Administration priorities and additional tuition revenues will likely be required to address at least some of these priorities. We will be prepared to present information at the upcoming meeting for discussion and consideration of the Board for some level of tuition increase.

PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

WATSON FIELD HOUSE RENOVATION: OLYMPIC SPORTS FACILITY
APPROVAL OF THE FACILITY PROGRAM, BUDGET,
FUNDING PLAN, SITE & SCHEMATIC DESIGN

WHEREAS, the Board of Trustees, at its meeting held on April 15, 2011, adopted a resolution which approved the Watson Field House Renovation--Olympic Sports Facility renovation project and authorized the President to initiate the process for the selection of a design consultant; and

WHEREAS, the Board of Trustees, at its meeting on June 17, 2011, the Board approved Goodwyn, Mills and Cawood, Inc. as the architect for the project; and

WHEREAS, the Watson Field House Renovation-Olympic Sports Facility project will renovate 31,771 square feet of the existing Watson Field House and construct a 5,500 square feet Laundry and Storage Facility addition to the Athletic Facility complex to relocate Olympic Sports and the Athletics Department's laundry and storage facilities from the Beard Eaves Memorial Coliseum; and

WHEREAS, the estimated total cost for the Watson Field House-Olympic Sports Facility renovation project is \$3.5 million to be funded with Athletics Department funds; and

WHEREAS, The renovation work will be located inside the existing Watson Field House and the new Laundry and Storage facility will be located between the Athletic Facility Complex and the new Parking and Transportation Facility at Biggio Drive; and

WHEREAS, the schematic design of Watson Field House-Olympic Sports Facility, prepared by the architect, has been determined to be consistent with the "*Comprehensive Master Plan*," the "*Image and Character of Auburn University*," the facility program, and the project budget.

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. Establish a total project budget in the amount of \$3.5 million to be funded by the Athletics Department.
2. Direct the consultants to complete the required plans for the project.
3. Solicit bids for construction conditioned upon the ability of sufficient funding as approved by the President.
4. Award a contract for construction conditioned upon the lowest responsible and responsive bid being consistent with the project budget.



TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Assistant Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
**WATSON FIELD HOUSE RENOVATION—OLYMPIC SPORTS FACILITY:
APPROVAL OF FACILITY PROGRAM, SITE, BUDGET, FUNDING PLAN
& SCHEMATIC DESIGN**
DATE: JANUARY 20, 2012

This memorandum requests the following proposal be presented to the Board of Trustees through the Property and Facilities Committee and be included on the agenda of the meeting scheduled for February 3, 2012.

Proposal:

It is proposed that the Watson Field House Renovation—Olympic Sports Facility project be presented to the Board of Trustees through the Property and Facilities Committee for consideration of a resolution that approves the program requirements, budget, funding plan, site, and schematic design; and authorizes the President to direct the consultants to complete the required plans; solicit bids for construction and award a contract for construction conditioned upon the lowest responsible and responsive bid being consistent with the project budget.

Review and Consultation:

The Auburn University Athletics Department has the requirement to relocate its functions out of the Beard Eaves Memorial Coliseum. Currently, the Athletics Department has various team spaces, and support functions located in the Coliseum. Attachment (1) details the plan, as developed to date, to relocate them.

The Board of Trustees, at its meeting held on April 15, 2011, adopted a resolution which approved the Watson Field House Renovation—Olympic Sports Facility project and authorized the President to initiate the process for the selection of a design consultant. At its meeting on June 17, 2011, the Board approved Goodwyn, Mills and Cawood, Inc. as the architect for the project.

Since that time, the project team has worked to complete the schematic design for the Watson Field House Renovation. The details of the project are provided below:

Program Requirements: The project will renovate 31,771 square feet of the existing Watson Field House and construct a 5,500 square foot Laundry and Storage Facility addition to the Athletics Facility Complex. The renovation will convert the existing Watson Field House into a strength and conditioning facility for Auburn University's Olympic Sports teams, allowing them to be relocated from Beard Eaves Memorial Coliseum. This project will also provide additional space to relocate the Athletics Department's laundry facilities and storage space from the Coliseum.

Budget: The estimated total project cost for the Watson Field House Renovation—Olympic Sports Facility is \$3.5 million.

Funding Plan: This project will be constructed using Athletics Department funds.

Project Location: The renovation work will be located inside the existing Watson Field House. The new Laundry and Storage facility will be located between the Athletics Facility Complex and the new Parking and Transportation Facility at Biggio Drive. Attachment (2) provides a site diagram for these facilities.

The schematic design of Watson Field House Renovation—Olympic Sports Facility project, prepared by the architect, has been determined to be consistent with the "*Comprehensive Master Plan*," the "*Image and Character of Auburn University*," the facility program and the project budget.

If you concur, it is proposed that the facility program, budget, funding plan, site, and schematic design be presented to the Board of Trustees for consideration of an appropriate resolution for approval at the meetings scheduled for February 3, 2012.

Rationale for Recommendation:

Standing policy stipulates that projects and plan development are limited to the schematic design phase until the facility program, site, budget and funding plan are approved by the Board of Trustees. Board approval is necessary to allow advancement of the project.

Relocation of Athletics Department Teams and Functions
from the Beard Eaves Memorial Coliseum

<u>Sport/Function</u>	<u>New Location</u>
Men's Basketball	Auburn Arena
Women's Basketball	Auburn Arena
Men's Track	Soccer and Track Facility
Women's Track	Soccer and Track Facility
Men's Cross Country	Soccer and Track Facility
Women's Cross Country	Soccer and Track Facility
Olympic Sports Strength and Conditioning	Watson Fieldhouse (Renovated)
Sports Nutrition	Watson Fieldhouse (Renovated)
Laundry & Storage	New Addition to Athletic Complex
Sports Medicine	To be Determined
Men's Swimming and Diving	To be Determined
Women's Swimming and Diving	To be Determined
Women's Equestrian	To be Determined
Women's Volleyball	To be Determined



PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

RELOCATION OF SPORTS MEDICINE
AND OTHER ATHLETICS DEPARTMENT FUNCTIONS FROM THE COLISEUM
APPROVAL OF PROJECT INITIATION
AND APPROVAL OF PROJECT ARCHITECT SELECTION

WHEREAS, the Auburn University Athletics Department has the requirement to relocate its functions out of Beard Eaves Memorial Coliseum; and

WHEREAS, the Athletics Department currently has its Sports Medicine Facility and various offices and team spaces in the Coliseum; and

WHEREAS, a project is proposed to relocate the Sports Medicine Facility, as well as other Athletics Department functions, from the Coliseum through the renovation or construction of new space, as funding will allow; and

WHEREAS, the Board of Trustees approved the selection of Goodwyn, Mills, Cawood, Inc. of Montgomery Alabama, as the project architect for the Watson Field House—Olympic Sports Facility Renovation project during its meeting on June 17, 2011, and that time and cost can be saved by utilizing the same architect on both projects; and

WHEREAS, the proposed project is expected to cost in excess of \$750,000; and Board of Trustees policy stipulates that all construction and renovation/adaptation, infrastructure or outdoor facility projects with budgets of \$750,000 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 Relocation of Sports Medicine and other Athletics Department functions from the Coliseum project is approved; and 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, and Cawood, Inc. of Montgomery, Alabama as project architect in the development of the facility program; to participate in space analysis and site planning; to compare alternative design concepts for consideration; to quantify and qualify project scope and cost alternatives.
2. Limit the project plans and plan development of the project 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, Assistant Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
**RELOCATION OF SPORTS MEDICINE AND OTHER ATHLETICS
DEPARTMENT FUNCTIONS FROM THE COLISEUM: APPROVAL TO
INITIATE THE PROJECT AND SELECTION OF PROJECT ARCHITECT**
DATE: JANUARY 20, 2012

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 February 3, 2012.

Proposal:

Consistent with standing policy, it is proposed that the Relocation of Sports Medicine and other Team Spaces from the Coliseum project be presented to the Board of Trustees through the Property and Facilities Committee for appropriate action that will: (1) approve the initiation of the project and (2) approve the selection of the project architect.

Review and Consultation:

The Auburn University Athletics Department has the requirement to relocate its functions out of the Beard Eaves Memorial Coliseum. Currently, the Athletics Department has various team spaces, and support functions located in the Coliseum. Attachment (1) details the plan, as developed to date, to relocate them.

This project would relocate, through renovation or the construction of new spaces, the Sports Medicine Facility from the Coliseum as well as other Athletics Department functions, as funding will allow. This project is to be funded entirely by the Athletics Department. Attachment (2) provides an initial concept for the location of this new facility.

It is anticipated that the relocation of the Volleyball team spaces from the Beard Eaves Memorial Coliseum will be accomplished through a separate project.

In recent months, the Athletics Department and University Architect team has been working on the planning and design of the Watson Field House Renovation—Olympic Sports Facility project. This project was previously approved by the Board of Trustees

during its meeting on April 15, 2011. The Board approved the selection of Goodwyn, Mills, Cawood, Inc. of Montgomery, Alabama as the project architect during its meeting on June 17, 2011. In the last several months, Goodwyn, Mills, and Cawood, Inc. has done a tremendous amount of research and planning in developing the design to relocate the Olympic Sports Strength and Conditioning and laundry spaces from the Coliseum as part of the Watson Field House Renovation--Olympic Sports Facility project. Based on this work to date and the knowledge gained, significant time and cost savings can be achieved by utilizing this firm as the project architect on the proposed Relocation of Sports Medicine and other Athletics Department Functions from the Coliseum project. Thus, it is recommended to the Board that they approve Goodwyn, Mills, and Cawood, Inc. as the architect for this project.

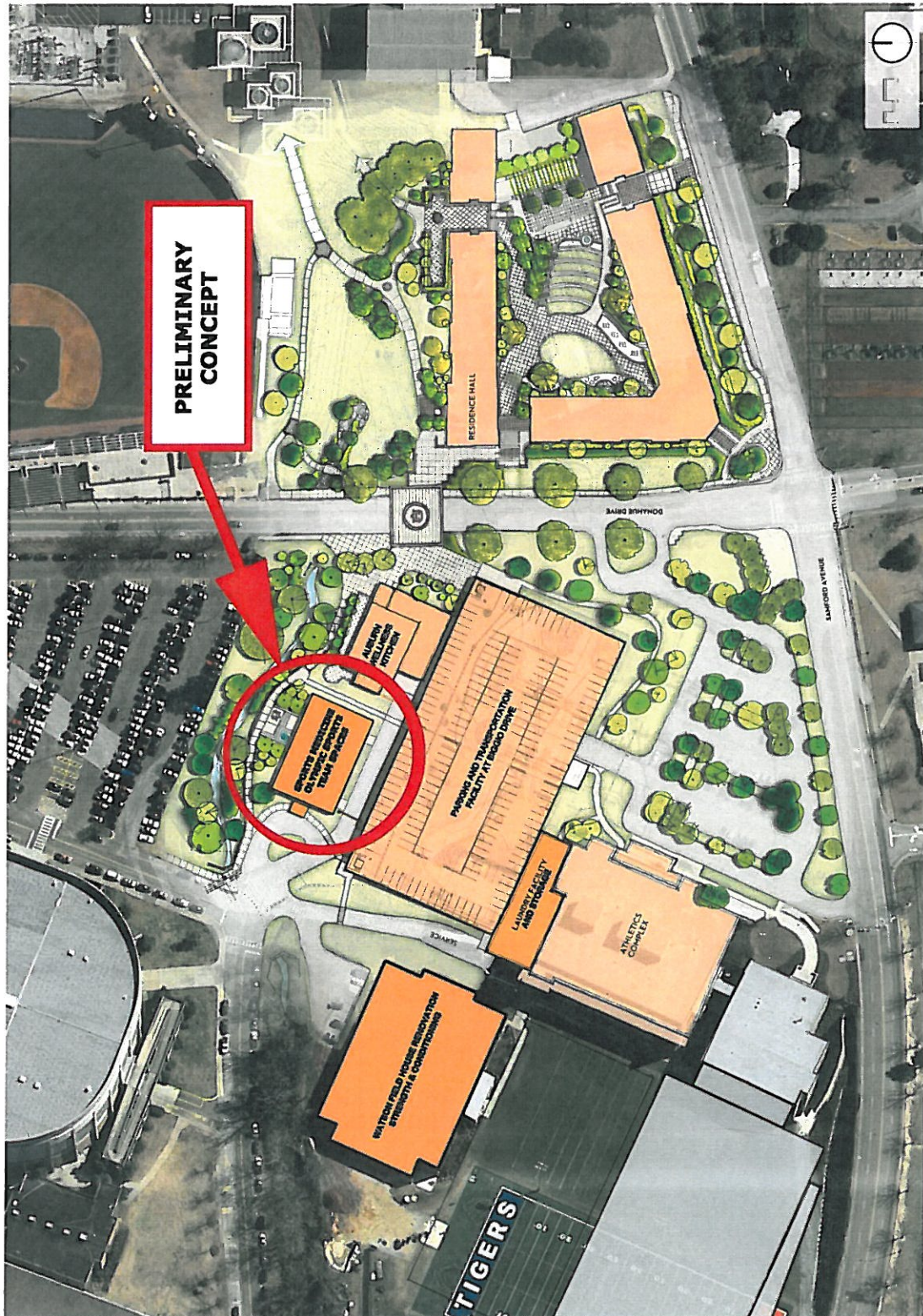
The Relocation of Sports Medicine and other Team Spaces from the Coliseum project is expected to cost in excess of \$750,000 and Board of Trustee policy stipulates that all construction and renovation/adaptation, infrastructure or outdoor facility projects with budgets of \$750,000 or more, must be submitted to the Board through the Property and Facilities Committee for consideration and action. It is therefore appropriate that the project be submitted. If you concur, it is recommended that the proposal be presented to the Board of Trustees, through the Property and Facilities Committee, for appropriate review and action as requested.

Rationale for Recommendation:

Standing policy of the Board of Trustees stipulates that all construction and renovation/adaptation, infrastructure or outdoor facility projects with budgets of \$750,000 or more, be submitted to the Board of Trustees for action.

Relocation of Athletics Department Teams and Functions
from the Beard Eaves Memorial Coliseum

<u>Sport/Function</u>	<u>New Location</u>
Men's Basketball	Auburn Arena
Women's Basketball	Auburn Arena
Men's Track	Soccer and Track Facility
Women's Track	Soccer and Track Facility
Men's Cross Country	Soccer and Track Facility
Women's Cross Country	Soccer and Track Facility
Olympic Sports Strength and Conditioning	Watson Fieldhouse (Renovated)
Sports Nutrition	Watson Fieldhouse (Renovated)
Laundry & Storage	New Addition to Athletic Complex
Sports Medicine	To be Determined
Men's Swimming and Diving	To be Determined
Women's Swimming and Diving	To be Determined
Women's Equestrian	To be Determined
Women's Volleyball	To be Determined



PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

RENOVATIONS TO THE HILL RESIDENCE HALL COMPLEX
APPROVAL OF CONSTRUCTION MANAGER SELECTION

WHEREAS, the Board of Trustees, at the meeting held on June 18, 2010, approved the initiation of a project to renovate the Hill Residence Hall Complex and authorized the selection of a project architect and construction manager for the project; and

WHEREAS, the Board of Trustees, at its meeting held on September 24, 2010, adopted a resolution that approved the selection of the KPS Group of Birmingham, Alabama, as architect for the Hill Residence Hall Complex Renovation project; and

WHEREAS, the Construction Manager selection committee has convened and interviews have been completed with three candidate construction management firms. The selection committee determined that Brasfield and Gorrie General Contractors of Birmingham, AL was the best qualified firm to provide construction management services on this project.

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 the firm of Brasfield and Gorrie General Contractors of Birmingham, Alabama to perform construction management services and assistance in the development of the facility program.
2. Limit the project plan and plan 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, Assistant Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
**RENOVATIONS TO THE HILL RESIDENCE HALL COMPLEX:
APPROVAL OF CONSTRUCTION MANAGER SELECTION**
DATE: JANUARY 20, 2012

This memorandum requests that the following proposal be presented to the Board of Trustees through the Property and Facilities Committee and be included on the agenda of the meeting scheduled for February 3, 2012.

Proposal:

It is proposed that the Hill Residence Hall Renovation project be presented to the Board of Trustees through the Property and Facilities Committee for consideration of a resolution that approves the project construction manager.

Review and Consultation:

The Board of Trustees, at its meeting held on June 18, 2010, adopted a resolution which approved the renovations to the Hill Residence Hall Complex and Caroline Draughon Village as expedited projects. The Board of Trustees, at its meeting held on September 24, 2010, adopted a resolution that approved the selection of KPS Group of Birmingham, Alabama, as architect for the Hill Residence Hall Complex Renovation project.

Planning for the renovation of the Hill Residence Hall complex is about to commence. Over the last several months, a Request for Proposals was published for Construction Management Services. Three firms responded and all three were interviewed. The selection committee determined that Brasfield and Gorrie General Contractors of Birmingham, AL was the best qualified firm to provide construction management services on this project.

It is, therefore, appropriate that the proposal be presented to the Board of Trustees for consideration and adoption of a resolution to approve the use of Brasfield and Gorrie General Contractors as construction manager. If you concur, it is recommended that the proposal be presented to the Board of Trustees, through the Property and Facilities Committee, for appropriate review and action.

Rationale for Recommendation:

Standing policy of the Board of Trustees stipulates that construction manager selections for all construction and renovation/adaptation, infrastructure or outdoor facility projects with budgets of \$750,000 or more, be submitted to the Board for action.

PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

APPROVAL OF THE
COMPREHENSIVE CAMPUS MASTER PLAN CONSULTANT SELECTION

WHEREAS, Auburn University developed and approved a Comprehensive Campus Master Plan which was approved by the Board of Trustees at its meeting in June, 2002, and an update to the plan was developed in 2007; and

WHEREAS, significant changes to the Auburn University campus, over the last several years, have necessitated the development of a Comprehensive Master Plan update; and

WHEREAS, a Request for Proposal was issued for master planning consultant services in October 2011; and

WHEREAS, fifteen planning firms submitted statements of qualifications; and

WHEREAS, the University Master Plan Committee invited seven planning firms to submit detailed proposals and selected five firms to be interviewed; and

WHEREAS, the University Master Plan Committee determined that the firm, XXXXXXXX, is best qualified to serve as the master plan consultant; and

WHEREAS, it is appropriate that the Campus Master Plan consultant selection be submitted to the Board of Trustees through the Property and Facilities Committee for consideration and action similar to the process stipulated by Board policy for the selection of architects on construction projects.

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 XXXXXXXX as planning consultant for the Auburn University Comprehensive Campus Master Plan 2012 update.



TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Assistant Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
**COMPREHENSIVE CAMPUS MASTER PLAN 2012 UPDATE: APPROVAL
OF THE SELECTION OF MASTER PLANNING CONSULTANT**
DATE: JANUARY 20, 2012

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 February 3, 2012.

Proposal:

Consistent with past practice, it is proposed that the selection of the consultant for the Comprehensive Campus Master Plan 2012 Update be presented to the Board of Trustees through the Property and Facilities Committee for appropriate action that will approve the selection of the master plan consultant.

Review and Consultation:

Auburn University developed and approved a Comprehensive Campus Master Plan which was approved by the Board of Trustees at its meeting in June, 2002. At that time, the intent of the Board of Trustees was that the Campus Master Plan should be a "living document" with routine updates. An update to the Campus Master Plan was developed in 2007 which included the validation of guiding principles, development of a campus signage system, incorporation of campus sustainability principles, and detailed planning for the College of Veterinary Medicine sector of campus.

Over the last several years, significant changes to the Auburn University campus have necessitated the development of Comprehensive Master Plan update. The Board of Trustees was advised of the preliminary plan to accomplish this update at the November 2010 meeting.

Auburn University Facilities Management issued the Master Planning Consultant Request for Proposal in October 2011. Twenty-four firms requested information concerning the RFP; fifteen firms submitted statements of qualifications, and the seven most qualified firms were invited to submit detailed proposals. The University Master Plan Committee served as the Master Plan Consultant Selection Committee for this

process. The University Master Plan Committee selected the following five firms to be interviewed:

- AECOM, Atlanta, GA
- Ayers Saint Gross-Architects, Baltimore, MD
- Hanbury Evans Wright Vlattas, Norfolk, VA
- Sasaki Associates, Watertown, MA
- SmithGroup JRR , Ann Arbor, MI

AECOM of Atlanta, GA subsequently elected to decline the interview. Of the remaining four firms, the University Master Plan Committee determined that the following two firms were the best qualified to serve as the master plan consultant:

- Sasaki Associates, Watertown, MA
- SmithGroup JRR , Ann Arbor, MI

Note to the Board: At the time of drafting this memorandum, a final recommendation has not been developed for the Board of Trustees. However, additional research on each firm will be conducted and a single recommendation will be presented at the Board meeting on February 3, 2012.

Thus, it is recommended to the Board of Trustees that they approve XXXXXXXX as the planning consultant for the Comprehensive Campus Master Plan 2012 Update.

If you concur, it is recommended that the proposal be presented to the Board of Trustees, through the Property and Facilities Committee, for appropriate review and action as requested.

Rationale for Recommendation:

Board of Trustee policy stipulates that architect selections for renovation/adaptation, infrastructure or outdoor facility projects with budgets of \$750,000 or more, must be submitted to the Board of Trustees through the Property and Facilities Committee for consideration and action. It is therefore appropriate that the Campus Master Plan consultant selection be similarly submitted.



TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Assistant Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
**CURRENT STATUS OF NEW CONSTRUCTION/RENOVATION/
INFRASTRUCTURE PROJECTS WITH BUDGETS OF \$750,000
AND GREATER**
(For Information Only)
DATE: JANUARY 4, 2012

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 February 3, 2012.

Proposal:

Consistent with standing practice, it is proposed that the current status report of new construction/renovation/infrastructure projects with budgets greater than \$750,000 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 status of new projects that are underway or planned which have project budgets of \$750,000 or more. 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 \$750,000, 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 February 3, 2012.

Auburn University Facilities Division
Current Capital Projects
 (Spending across Multiple Years)
Summary of Cashflow 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 Cashflow Assuming Remainder of Budget for FY2012</i>	<i>Estimated Cashflow Assuming Remainder of Budget for FY2013 & Forward</i>
Substantial Completion	408,069,460	305,150,147	280,595,816	24,525,982	*
Construction	160,564,505	190,398,655	36,146,034	78,552,621	75,700,000
Design	133,700,470	113,566,320	5,047,159	51,180,422	57,338,739
Planning	21,707,620	15,307,620	779,075	1,262,496	13,266,049
Totals	724,042,055	624,422,742	322,568,084	155,521,521	146,304,788 *
Other Open Capital Projects	50,903,335	52,356,798	21,463,063	21,000,000	9,893,735
Grand Totals	774,945,390	676,779,540	344,031,147	176,521,521	156,198,523 *

* On the lines with the astericks, the sum of the spending column and both cashflow columns does not equal the current approved budget figure. The reason relates to one project that was completed under budget: (1) "Auburn-Opelika Robert G. Pitts Airport - New Aircraft Hanger" project under budget by \$28,349.

Auburn University Facilities Division
Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

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 Cashflow Assuming Remainder of Budget for FY2012	Estimated Cashflow Assuming Remainder of Budget for FY2013 & Forward	(C) Current Encumbrances Against Project	(A)-(B)-(C) Current Open Balance (Budget less Actuals and Encumbrances)
SUBSTANTIAL COMPLETION PHASE											
Auburn-Opelika Robert G. Pitts Airport - New Aircraft Hanger 08-134	Completed	1,639,000	1,639,000	1,639,000			1,610,651	0	0	0	28,349 *
Auburn-Opelika Robert G. Pitts Airport - Terminal Bldg 98-196	Substantial Completion	6,500,000	6,500,000			6,500,000	6,086,511	413,489	0	56,232	357,257
DEP Expansion - Ph I & II 06-072	Substantial Completion	11,856,193	11,856,193	4,118,153	7,738,040		9,094,288	2,761,905	0	73,714	2,688,191
Housing Project: All inclusive - Main Housing, Housing Ancillary, Housing Infrastructure, & Housing Dining projects.	Substantial Completion	118,950,000	157,840,000	2,351,000	155,489,000		151,149,268	6,690,732	0	517,912	6,172,820
MRI Research Center - New Building 09-098	Substantial Completion	11,201,000	11,201,000			11,201,000	9,725,324	1,475,676	0	666,045	809,631
Information Technology Center 09-118	Substantial Completion	14,000,000	24,000,000		19,092,271	4,907,729	18,861,452	5,138,548	0	225,317	4,913,231

Auburn University Facilities Division
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.) Current Approved Budget Amount</i>	<i>AU Funding (includes gifts/grants)</i>	<i>AU Bond Funding</i>	<i>Federal/State or Local Funding</i>	<i>(B.) Actual Spending to Date (across multiple years)</i>	<i>Estimated Cashflow Assuming Remainder of Budget for FY2012</i>	<i>Estimated Cashflow Assuming Remainder of Budget for FY2013 & Forward</i>	<i>(C) Current Encumbrances Against Project</i>	<i>(A)-(B)-(C) Current Open Balance (Budget less Actuals and Encumbrances)</i>
South Quad Multimodal Facility - New Building 09-076	Substantial Completion	7,852,000	10,102,000	703,444		9,398,556	8,885,175	1,216,825	0	329,339	887,486
Transportation Technology Phase 2 04-111	Substantial Completion	49,500,000	52,545,000	13,107,515		34,437,485	47,834,768	4,710,232	0	1,945,580	2,764,652
Plant Sciences Center - Soil and Plant Samples Bldg 07-132	Substantial Completion	1,152,000	1,152,000	1,152,000			1,111,271	40,729	0	35,958	4,771
Aquatics Resource Center 06-106	Substantial Completion	5,644,000	8,614,954			8,614,954	8,533,429	81,525	0	13,719	67,806
Multipurpose Indoor Practice Facility - New Building (include Tatum Ctr Renovation) 10-126 & 10-138	Substantial Completion	16,500,000	16,500,000	1,575,000	14,925,000		14,955,899	1,544,101	0	775,721	766,380
CDRI Kennel Expansion - Construct New Modular Buildings (phase I) 10-246	Substantial Completion	2,400,000	2,400,000			2,400,000	2,041,714	358,286	0	0	358,286
Band Rehearsal Hall, Phase 1: Pavilion Construction 09-210	Substantial Completion	800,000	800,000	800,000			706,066	93,934	0	31,548	62,386
Total Substantial Completion			305,150,147	30,446,112	197,244,311	77,459,724	280,595,816	24,525,982	0	4,671,085	19,883,246 *

Auburn University Facilities Division
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>Current Approved Budget Amount</i>	<i>AU Funding (includes gifts/grants)</i>	<i>AU Bond Funding</i>	<i>Federal/ State or Local Funding</i>	<i>(B) Actual Spending to Date (across multiple years)</i>	<i>Estimated Cashflow Assuming Remainder of Budget for FY2012</i>	<i>Estimated Cashflow Assuming Remainder of Budget for FY2013 & Forward</i>	<i>(C) Current Encumbrances Against Project</i>	<i>(A)-(B)-(C) Current Open Balance (Budget less Actuals and Encumbrances)</i>
CONSTRUCTION PHASE											
Wire Road New Bicycle Facilities 08-103	Construction	1,447,868	1,447,868	528,668		919,200	1,076,249	371,619	0	258,437	113,182
Small Animal Teaching Hospital (09-083.1 Ph I, 09-083 Ph II)	Construction	70,000,000	74,000,000	24,000,000	40,000,000	10,000,000	11,362,394	27,637,606	35,000,000	5,630,157	57,007,449
Facilities Buildings 6, 7 and Related Projects 07-054 & 10-149	Construction	7,500,000	7,500,000	4,323,980		3,176,020	3,825,068	1,974,932	1,700,000	920,673	2,754,259
Poultry & Animal Nutrition Center - Feed Mill Building 09-079	Construction	1,966,637	1,966,637	1,966,637			1,190,849	775,788	0	398,954	376,834
Student Recreation & Wellness Center Building (07-225)	Construction	72,000,000	72,000,000	5,000,000	67,000,000		14,486,273	32,503,727	25,000,000	41,875,157	15,628,570
Campus Pedestrian Improvements - Tiger Concourse - Ginn Plaza 08-116	Construction	2,500,000	2,500,000	500,000	2,000,000		1,844,097	655,903	0	469,295	186,608
Tennessee Valley Research & Extension Center 07-145	Construction	1,000,000	1,150,000	1,150,000			510,405	639,595	0	589,495	50,100
ARRA - Center for Advanced Science, Innovation, and Commerce (NIST) 09-218	Construction	29,834,150	29,834,150	1,307,075		28,527,075	1,840,699	13,993,451	14,000,000	15,302,645	12,690,806
Total Construction			190,398,655	38,776,360	109,000,000	42,622,295	36,146,034	78,552,621	75,700,000	65,444,813	88,807,808

Auburn University Facilities Division
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) Current Approved Budget Amount</i>	<i>AU Funding (includes gifts/grants)</i>	<i>AU Bond Funding</i>	<i>Federal/ State or Local Funding</i>	<i>(B) Actual Spending to Date (across multiple years)</i>	<i>Estimated Cashflow Assuming Remainder of Budget for FY2012</i>	<i>Estimated Cashflow Assuming Remainder of Budget for FY2013 & Forward</i>	<i>(C) Current Encumbrances Against Project</i>	<i>(A)-(B)-(C) Current Open Balance (Budget less Actuals and Encumbrances)</i>
DESIGN PHASE											
Ag Heritage Park 98-333	Construction and Design Future Projects	2,666,320	2,666,320	2,666,320			1,427,581	300,000	938,739	0	1,238,739
Pebble Hill Renovation 06-176	Design	2,500,000	2,500,000	2,500,000			238,884	561,116	1,700,000	59,981	2,201,135
Biodiversity Learning Center (Previously named COSAM-Preserved Specimens Laboratory) 06-010	Design	2,650,000	3,500,000		3,500,000		297,470	2,702,530	500,000	206,405	2,996,125
Student Recreation (Kinesiology) - New Building 09-220	Design	21,600,000	21,600,000		21,600,000		1,354,726	17,245,274	3,000,000	1,820,233	18,425,041
South Donahue Residence Hall, Dinning, Biggio Parking Facility 10-217	Design	61,500,000	73,600,000	5,000,000	68,600,000		1,533,725	22,066,275	50,000,000	6,709,290	65,356,985
Telfair Peet Theatre Building Addition 09-204	Design	3,300,000	3,300,000	3,300,000			82,897	3,217,103	0	272,517	2,944,586
Biological Engineering Research Laboratory (BERL) 09-181	Design	6,400,000	6,400,000	1,776,992		4,623,008	111,876	5,088,124	1,200,000	412,221	5,875,903
Total Design			113,566,320	15,243,312	93,700,000	4,623,008	5,047,159	51,180,422	57,338,739	9,480,647	99,038,514

Auburn University Facilities Division
Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

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 Cashflow Assuming Remainder of Budget for FY2012	Estimated Cashflow Assuming Remainder of Budget for FY2013 & Forward	(C) Current Encumbrances Against Project	(A)-(B)-(C) Current Open Balance (Budget less Actuals and Encumbrances)
PLANNING PHASE											
Equestrian Center 05-103	Planning	9,000,000	9,000,000	4,500,000		4,500,000	233,951	250,000	8,516,049	0	8,766,049
WW Walker Bldg Phase II - Pharmaceutical Research & Development Ct 07-037	Planning (Partial budget only at this point)	2,807,620	2,807,620	2,807,620			545,124	262,496	2,000,000	1,212,717	1,049,779
Central Classroom Facility - New Building 11-209	Planning (Partial budget only at this point)	3,500,000	3,500,000		3,500,000		0	750,000	2,750,000	0	3,500,000
Total Planning			15,307,620	7,307,620	3,500,000	4,500,000	779,075	1,262,496	13,266,049	1,212,717	13,315,828
Other Open Capital Projects	Various Stages		52,356,798	42,392,474	9,964,324	0	21,463,063	21,000,000	9,893,735	9,852,987	21,040,748

GRAND TOTAL			676,779,540	134,165,878	413,408,635	129,205,027	344,031,147	176,521,521	156,198,523	90,862,249	242,086,144
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* On the lines with the astericks, the sum of the spending column and both cashflow columns does not equal the current approved budget figure. The reason relates to one project that was completed under budget: (1) "Auburn-Opelika Robert G. Pitts Airport - New Aircraft Hanger" project under budget by \$28,349.



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

**QUARTERLY REPORT FOR PROJECTS COSTING MORE THAN
\$500,000 BUT LESS THAN \$750,000 –1st QTR FISCAL YEAR 2012**
(For Information Only)

DATE: JANUARY 4, 2012

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 February 3, 2012.

Proposal:

The Board of Trustees, at its meeting on June 4, 2001, adopted a resolution stipulating that all projects with a total cost in the range of \$500,000 to \$750,000 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 1st Quarter of Fiscal Year 2012 and costing more than \$500,000 but less than \$750,000 are listed on the following table.

1st Quarter FY 2012 Projects \$500,000 - \$750,000	Project Number	Account Number	Cost
None to Report during this period			

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 February 3, 2012.



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

PROJECT STATUS REPORT

DATE: January 4, 2012

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 February 3, 2012.

Proposal:

In response to informal inquiries with regard to particular projects in progress or envisaged, it is proposed that a brief report regarding the status of Board approved 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 dedication. Although the process is prolonged, Board interest remains enthusiastic throughout. This Project Status Report is intended to inform interested parties of status of projects previously approved by the Board of Trustees.

Rationale for Recommendation:

The desire to be responsive to inquiries regarding specific capital projects and the process from conception to completion has prompted the development of a Project Status Report. The current memo is provided, *for information only*, to the Board of Trustees through the Property and Facilities Committee for inclusion on the agenda of the meeting scheduled for February 3, 2012.

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

- Equine Studies – New Facilities
- Band Rehearsal Hall Phase 2
- Equine Plasma Storage Building
- Renovations to the Hill and CDV Residence Halls
- Wire Road Widening and Realignment

On hold pending funding
On hold pending funding
On hold pending funding
Approved June 2010
Approved April 2011

Projects in Design Stage:

- Pharmaceutical Research & Development Center
- Watson Field House Renovation
- Central Classroom Facility

Approved June 2007
Approved April 2011
Approved June 2011

Schematic Design Approved:

- COSAM – Biodiversity Learning Center
- Pebble Hill Renovation & Addition
- Telfair Peet Theatre Addition
- Small Animal Teaching Hospital – Phase II
- Biological Engineering Research Laboratory
- Solon Dixon Forestry Education Center Classroom
- AUM: Student Residence Hall

Approved November 2006
Approved November 2007
Approved November 2009
Approved February 2010
Approved November 2010
Approved April 2011
Approved April 2011

Projects in Construction Stage:

- Plant Science Center Complex–Processing & Handling Fac.
- Wire Road – New Bicycle Facilities
- Center for Adv Science, Innovation & Commerce
- Poultry & Animal Nutrition Center – Feed Mill Building
- Small Animal Teaching Hospital – Phase I
- AAES Tennessee Valley Research & Extension Center
- AUM Wellness Center
- Student Wellness and Sustainability Center
- Facilities Division Buildings VI & VII
- Campus Pedestrian Improvements
- Department of Kinesiology Building
- Parking and Transportation Facility at Biggio Drive
- Student Housing and Dining: West Samford & Donahue

Approved November 2007
Approved June 2008
Approved September 2009
Approved March 2009
Approved Feb 2010
Approved June 2010
Approved June 2010
Approved June 2010
Approved June 2010
Approved September 2010
Approved September 2010
Approved February 2011
Approved February 2011

Projects in Closeout Stage or Complete:

- Aquatics Resource Management Center – New Building
- Shelby Center for Engineering – Phase II

Approved November 2006
Approved April 2007



TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Assistant Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
KEY PROJECTS REPORT (*For Information Only*)
DATE: January 20, 2012

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 February 3, 2012.

Proposal:

In response to informal inquiries with regard to particular projects in progress or envisaged, it is proposed that a brief presentation in the form of a “Key Projects Report” be given to the Board of Trustees, *for information only*, during the Property and Facilities Committee portion of the Board meeting. The proposed subject for the Key Projects Report presentation for this meeting is the status of the 2012 Master Plan Update.

Review and Consultation:

Interest and responsibility of the Board of Trustees extends to the oversight of funding, planning, design, construction, maintenance and operation of University buildings and facilities. It also encompasses long range campus planning issues. The Key Projects Report presentation is intended to inform interested parties regarding projects in progress or other key facility or campus issues.

Rationale for Recommendation:

The desire to be responsive to inquiries regarding specific capital projects and the process from conception to construction has prompted the development of a Key Projects Report presentation. It is recommended that a presentation be made on the status of the 2012 Master Plan Update, *for information purposes only*, to the Board of Trustees through the Property and Facilities Committee and included as part of the agenda for the February 3, 2012, meeting.

EXECUTIVE COMMITTEE

RESOLUTION

RECOGNITION OF AUBIE

WHEREAS, Aubie was initially created as a two-dimensional character by Phil Neel first appearing on the Auburn Hardin/Simmons football program on October 3, 1959, and continued to adorn Auburn program covers for eighteen years; and

WHEREAS, Aubie made his live debut as a costumed character at the Southeastern Conference basketball tournament in 1979; and

WHEREAS, Aubie has established himself as an outstanding ambassador for Auburn University through his vivacious, self-confident, charming, spirited and humorous personality which has endeared him to all; and

WHEREAS, Aubie has competed nationally for the collegiate mascot championship, winning in 1991, 1995, 1996, 1999; and 2004

WHEREAS, Aubie competed in 2006 with collegiate mascots from around the country, winning the championship for the sixth time, more than any other mascot.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that William Noel, Peyton Alsobrook, and Kameron Kendrick be recognized and congratulated for their accomplishments in achieving national success and for their dedication to Auburn students, alumni, and the community.

BE IT FURTHER RESOLVED that a copy of this resolution be made a permanent part of these minutes, and that copies be sent to each of the three students who bring Aubie to life so that they each will know how highly we value their accomplishments and the honor they reflect on the Auburn name.