



AUBURN UNIVERSITY

OFFICE OF THE PRESIDENT

January 23, 2013

MEMORANDUM TO: Board of Trustees

SUBJECT: February 1, 2013 Meeting

Enclosed are materials that comprise the proposed agenda for the February 1, 2013, meeting of the Board of Trustees on the Auburn University Montgomery Campus. Listed below is the tentative schedule; times and locations that are subject to adjustment, depending on length of individual meetings.

Friday, February 1, 2013 (East Room, 10th Floor Library Tower)

10:00 a.m. Joint Committee Academic Affairs and AUM
10:15 a.m. AUM Committee
10:30 a.m. Property and Facilities Committee
10:45 a.m. Audit Committee
11:00 a.m. Executive Committee
11:05 a.m. Regular Meeting of the Board of Trustees
(Proposed Executive Session – North Room, 10th Floor Library Tower)
11:30 a.m. Reconvene Regular Meeting of the Board of Trustees (East Room)
12:00 noon Luncheon (West Room, 10th Floor Library Tower)

We appreciate all that you do for Auburn University and look forward to seeing you on Friday, February 1, 2013. Please call me, if you have questions regarding the agenda. Also, please let Grant Davis, Sherri Williams, or me know if you need assistance with travel and/or lodging arrangements.

Sincerely,

Jay Gogue
President

JG/smw

Enclosure

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

DRAFT SCHEDULE & AGENDA
AUBURN UNIVERSITY BOARD OF TRUSTEES
FRIDAY, FEBRUARY 1, 2013
EAST ROOM, 10TH FLOOR LIBRARY TOWER
AUM CAMPUS

FRIDAY, FEBRUARY 1, 2013

- I. Committee Meetings (East Room, 10th Floor Library Tower)
**Committee Meetings will begin at 10:00 a.m. - - all other meetings are subject to change in starting time, depending upon the length of individual meetings.
- A. Joint Committee Meeting/Academic Affairs and AUM/Chairpersons Huntley and Sahlie/10:00 a.m.
1. [Proposed Bachelor of Science in Computer Science](#) (Dr. Veres/Dr. King) – Joint Item
 2. [Proposed Master's In Teaching of Writing](#) (Dr. Veres/Dr. King) – Joint Item
 3. [Proposed Graduate Certificate Programs in the Teaching of Writing](#)
(Dr. Veres/Dr. King) - Joint Item
 4. [Proposed Graduate Certificate in Brewing Sciences](#) (Dr. Boosinger/Dean Henton)
 5. [Proposed Master of Turfgrass Management](#) (Dr. Boosinger/Dean Batchelor)
- B. AUM Committee Meeting/Chairperson Sahlie/10:15 a.m.
1. [NAIA vs. NCAA II Membership Discussion](#) (Dr. Veres/Mr. Crotz)
- C. Property and Facilities Committee Meeting/Chairperson Rane/10:30 a.m.
1. [Authorization to Adopt General Aviation Minimum Standards, Rules and Regulations, and General Provisions](#) (Dr. Hutto/Mr. Ritenbaugh)
 2. Status Reports (Mr. King)
 - A. [Status Report A: Current Financial Status of New Construction, Renovation, and Infrastructure Projects with Budgets of \\$750,000 and Greater](#)
 - B. [Status Report B: Quarterly Report for Projects Costing More than \\$500,000 but Less than \\$750,000, 1st Quarter Fiscal Year 2013](#)
 - C. [Status Report C: Project Execution Status](#)
- D. Audit Committee Meeting/Chairperson Dumas/10:45 a.m.
1. [Review of Audited Financial Statements](#) (Dr. Large)

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

1. [Reaffirmation of the Statement of Vision and Mission for Auburn University](#) (Dr. Boosinger/Dr. Clark)
2. [2013-2014 Proposed Board of Trustees Meeting Dates](#) (Mr. Lanier)
3. [Proposed Awards and Namings](#) (Mr. Lanier)

II. REGULAR MEETING OF THE BOARD OF TRUSTEES/11:05 A.M. (East Room)

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

III. REGULAR MEETING OF THE BOARD OF TRUSTEES/11:30 A.M. (East Room)
(Agenda items are determined primarily based upon committee actions.)

12:00 NOON – LUNCHEON – WEST ROOM, 10TH FLOOR LIBRARY TOWER

RESOLUTION

APPROVAL OF MINUTES

WHEREAS, copies of the minutes of the Reconvened Meeting on Friday, November 16, 2012 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 16, 2012 meeting are hereby approved as distributed.

ACADEMIC AFFAIRS COMMITTEE
AND
AUBURN MONTGOMERY COMMITTEE

RESOLUTION

PROPOSED BACHELOR OF SCIENCE IN COMPUTER SCIENCE

WHEREAS, Auburn University at Montgomery is the only university in its peer and aspirant groups without a Bachelor's Degree in Computer Science a Bachelor's Degree in Computer Science is a basic part of undergraduate curricula in universities throughout the Nation; and

WHEREAS, Auburn University at Montgomery is one of three four-year universities in Alabama without a Bachelor's Degree in Computer Science and Auburn University at Montgomery is the only university in its peer and aspirant groups without a Bachelor's Degree in Computer Science; and

WHEREAS, the Department of Mathematics at Auburn University at Montgomery has a Bachelor's Degree in Mathematics with an Option in Computer Science, and the School of Sciences wishes to expand this option to a Bachelor's Degree in Computer Science; and

WHEREAS, the proposed degree program would provide Auburn University at Montgomery with a more comprehensive undergraduate program, and enhance enrollment of students desiring a computer science major and not a mathematics degree with computer science option; and

WHEREAS, the proposed degree program would position Auburn University at Montgomery to better serve Montgomery, Maxwell-Gunter Air Force Bases, and the State of Alabama, serve as a feeder program for the Master of Science Degree in Cybersystems and Information Security, and require the relatively minor investment of two faculty lines; and

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

NOW, THEREFORE, BE IT RESOLVED by the Auburn University's Board of Trustees that the proposed Bachelor's Degree in Computer Science from the School of Sciences at Auburn University at Montgomery be approved and submitted to the Alabama Commission on Higher Education for review and approval.



AUBURN

MONTGOMERY

OFFICE OF THE CHANCELLOR

3 January 2013

To: Dr. Jay Gogue
President

From: John G. Veres III 

Subject: Proposed Board Agenda Item - B.S. in Computer Science

Please consider including this proposal on the agenda of the 1 February 2013 meeting of the Board of Trustees.

Proposal: Auburn University at Montgomery proposes to develop a B.S. in Computer Science. This degree program will be an off-shoot of our current Computer Science Option under our B.S. in Mathematics. This program will allow AUM to offer a basic undergraduate major that will be more attractive to students than an option under a mathematics degree. This applied program will foster interactions with biology, chemistry, and physics (e.g. computational biology, computational chemistry, modeling and simulations) and produce graduates with preparation in computational science, high performance computing and embedded computing with application in robotics.

Review and Consultation:

The proposed degree program has been reviewed by AUM's Curriculum Committee, its Dean of Sciences, its Provost, and myself. The program will require two additional, tenure-track faculty phased in over a two-year period.

Rational for Recommendation:

The proposed degree program would enhance AUM's ability to serve Montgomery and the State of Alabama. This applied major is commonplace in universities throughout the Nation. In fact, AUM is one of three four-year universities in Alabama and the only university in its peer and aspirational groups without a computer science major. Students seeking a computer science major are not satisfied with a Computer Science Option under a B.S. in Mathematics which currently exists at AUM. Also, a B.S. in Computer Science will serve as a feeder program for our M.S. Degree in Cybersystems and Information Security, and will strengthen AUM's interactions with Air Force personnel at Maxwell AFB and its Gunter Annex.

It is recommended that the proposal be submitted to the Board of Trustees through the Auburn Montgomery Committee and Academic Affairs Committee and placed on the agenda at the meeting scheduled for 1 February 2013. If the Board approves, the program will then be sent for approval by the Alabama Commission on Higher Education.

Dr. King and I are available to answer any questions you may have regarding this proposal.

Thank you for your kind attention.

AUBURN UNIVERSITY AT MONTGOMERY

P.O. Box 244023, Montgomery, AL 36124-4023; Telephone: 334-244-3602; Fax: 334-244-3920

**AUBURN UNIVERSITY MONTGOMERY
COMPUTER SCIENCE MAJOR**

SAMPLE STUDY PLAN BY SEMESTERS

FALL Year 1	FALL Year 2	FALL Year 3	FALL Year 4
MATH 1610 (4) ENGL 1010 (3) HIST 1010 (3) CSCI 1110 (3) or Elect. Social Science (3) 16	CSCI 3000 (3) Literature (3) COMM 1010 (3) CSCI 2100 Intro Comp. Arch. (3) MATH 2000 (3) -as Elect. 15	CSCI 1500 Ethics in CS (3) MATH 2670 (3) CSCI 3600 (3) CSCI 3200 Parallel Prog. (3) CHEM 1100/1101 (4) 16	CSCI 4350 Network Sys. (3) CSCI 4250 HPC (3) CSCI 4400 Dist. Comp. (3) CSCI 4100 (3) General Elective (3) 15
SPRING Year 1	SPRING Year 2	SPRING Year 3	SPRING Year 4
MATH 1620 (4) ENGL 1020 (3) HIST 1020 (3) CSCI 2000 (3) PHYS 2100/2101 (4) 17	MATH 2660 (3) CSCI 3100 (3) Foreign Lang. (3) Social Science (3) PHYS 2200/2201 (4) 16	CSCI 4300 Intro to Operating Syst. (3) CSCI 3700 Database Systems (3) MATH 4200 (3) MATH Elective (3) CSCI Elective (3) 15	Fine Arts (3) CSCI 4450 Data Intensive Comp. (3) CSCI 4950 (2) CSCI Elective (3) General Elective (3) 14
TOTAL :			
124			

AUBURN UNIVERSITY AT MONTGOMERY
COMPTUER SCIENCE MAJOR

CSCI COURSE LIST (Courses in bold are new)

CSCI 1000 Survey of Computer Applications (3)

CSCI 1110 ~~Introduction to Computer~~ Science (3)

CSCI 1200 Scientific Programming (3)

CSCI 1300 Computing Tools (3)

CSCI 1500 Ethics in Computer Science (2)

CSCI 2000 Structured Programming I (3)

CSCI 2100 ~~Introduction to Computer~~ Architecture (3)

CSCI 3000 Structured Programming II (3)

CSCI 3100 UNIX and C (3)

CSCI 3200 Parallel Programming (3)

CSCI 3600 Fund. Algorithm Dsn. & Anal. (3)

CSCI 3700 Database Systems (3) CSCI

4100 Software Components (3)

CSCI 4200 Theory of Formal Languages (3)

CSCI 4250 High Performance Computing (3)

CSCI 4300 ~~Introduction to~~ Operating Systems (3)

CSCI 4350 Network Systems (3)

CSCI 4400 Distributed Computing (3) **CSCI**

4450 Data Intensive ~~Computing~~ (3) **CSCI**

4500 Mobile Computing (3)

CSCI 4550 Computer Graphics (3)

CSCI 4924 Computer Science Internship (1-4):

CSCI 4950 Senior Seminar in Computer Science (1): CSCI

4970 Special ~~Topics in Computer~~ Science (3)

AUBURN UNIVERSITY AT MONTGOMERY
COMPTUER SCIENCE MAJOR

COURSE DESCRIPTION (New Courses)

CSCI 1110 Introduction to Computer Science (3)

Introduction to computer science for students with little or no programming experience. Students learn how to program and how to use computational techniques to solve problems. Topics include algorithm, simulation techniques, and use of software libraries.

Pre-req.: Pre-Calculus Alg & Tri (MATH 1150) or Finite Mathematics (MATH 1100)

CSCI 1300 Computing Tools (3)

Survey of main computer-based tools useful for mathematical computation and analysis of scientific data. Includes hands-on sessions on basic methods of symbolic and numerical computations, data processing and visualization. It uses computer algebra systems similar to Mathematica and Maple.

Pre-req.: Calculus I (MATH 1610)

CSCI 1500 Ethics in Computer Science (2)

This course focuses on the social, legal, ethical and cultural issues involved in the deployment and use of computer technology. Includes information about code of ethics documents produced by national and international professional societies and organizations.

Pre-req.: English Composition I (ENGL 1010)

CSCI 2100 Introduction to Computer Architecture (3)

Introduction to the architecture and function of computers. Topics include microprocessors, memory, control units, storage, I/O systems, machine language, assembly language, high-level languages, functional organization, relationship between computer architecture and system software.

Pre-req.: Introduction to Computer Science (CSCI 1110)

CSCI 3200 Parallel Programming (3)

Introduction to parallel computer systems and its programming paradigms. Concepts of parallelism, parallel communication and coordination as well as parallel algorithm and errors in parallel codes are covered. It covers MPI, openMP, CUDA, and openCL.

Pre-req.: Structured Programming I (CSCI 2000)

CSCI 3700 Database Systems (3)

This course emphasizes the design and implementation of database management systems. Topics include data models, data normalization, data description languages, query facilities, file organization, index organization, file security, data integrity, and reliability.

Pre-req: Fund. Algorithm Dsn. & Anal. (CSCI 3600), Introduction to Higher Mathematics (MATH 2000)

CSCI 4250 High Performance Computing (3)

It covers advanced parallel programming concepts, such as, scalability, performance improvement, load balancing, memory models, I/O, and debugging. Introduces SIMD, hybrid/heterogeneous computing and Global Arrays toolkit.

Pre-req.: Parallel Programming (CSCI 3200)

CSCI 4300 Introduction to Operating Systems (3)

An introduction to fundamental concepts in operating systems. Topics include process management, main memory management, virtual memory, I/O and device drivers, file systems, secondary storage management, introduction to critical sections and deadlocks.

Pre-req: Unix and C (CSCI 3100) and Introduction to Computer Architecture (CSCI 2100)

CSCI 4350 Network Systems (3)

It focuses on fundamental concepts of modern network systems, network architecture/organization and network communication (e.g. OSI and TCP/IP models). Topics include wireless networks, switching and routing, congestion, Internet traffic, and to network security.

Pre-req.: Structured Programming II (CSCI 3000), Introduction to Operating Systems (CSCI 4300)

CSCI 4400 Distributed Computing (3)

This course discusses the fundamentals of distributed systems. The focus of this course is a system that one can harness idle CPU cycles and storage spaces of many networked systems. There is a hands-on exposure to development of client-server applications. Concepts of Grid and Cloud computing are introduced.

Pre-req: Unix and C (CSCI3100), Fund. Algorithm Dsn. & Anal. (CSCI 3600)

CSCI 4450 Data Intensive Computing (3)

This course covers a spectrum of topics from core techniques in relational data management to highly-scalable data processing using parallel database systems such as principles of query processing, data storage, scalable data processing and concurrency control.

Pre-req: Database Systems (CSCI 3700)

CSCI 4500 Mobile Computing (3)

This course introduces smart phone or tablet device programming on platforms using Apple iOS or Android. A brief introduction to Objective-C (iOS), Java (Android), HTML5, PHP, Javascript, etc. This course is a hands-on, examples oriented course.

Pre-req.: Structured Programming II (CSCI 3000)

CSCI 4550 Computer Graphics (3)

The architecture of graphics systems is introduced. 2- and 3-D transformations, matrix formulations, and concatenation. Clipping and windowing. Data structures for graphics systems, segmented display files, rings, etc. Hidden line and surface elimination. Shading.

Pre-req: Linear Algebra (MATH 2660), Fund. Algorithm Dsn. & Anal. (CSCI 3600)

CSCI 4924 Computer Science Internship (1-4)

Qualified students will be jointly supervised by faculty and computer professionals. Internship allows students to gain industrial work experience.

Pre-req: availability, junior status, departmental approval

CSCI 4950 Senior Seminar in Computer Science (1)

Student is guided in the presentation of a technical topic and completes an appropriate project. Occupational and employment information and guidance offered.

Pre-req: Senior Status

**AUBURN UNIVERSITY MONTGOMERY
COMPUTER SCIENCE MAJOR**

NAME:

Student ID:

E-mail:

Course	Sem Hrs	Grade	Course Used/ Comment	Course	Sem Hrs	Grade	Course Used/ Comment
AREA I				AREA V (Major Courses)			
ENGL 1010	3			MATH 1620	4		
ENGL 1020	3			MATH 2660	3		
AREA II				MATH 2670	3		
Fine Arts ⁽¹⁾	3			MATH 4200	3		
Literature ⁽²⁾	3			CSCI 1500	3		CS Ethics - WAC
Foreign Lang.	3			CSCI 2000	3		
COMM 1010	3			CSCI 2100	3		Comp. Architec.
AREA III				CSCI 3000	3		
MATH 1610	4			CSCI 3100	3		
PHYS 2100	4			CSCI 3600	3		
PHYS 2200	4			CSCI 3200	3		Parallel Prog.
AREA IV				CSCI 3700	3		Data Base Sys.
HIST 1010	3			CSCI 4100	3		
HIST 1020	3			CSCI 4250	3		HPC
Social Science ⁽³⁾	3			CSCI 4300	3		Intro to OS
Social Science ⁽³⁾	3			CSCI 4350	3		Network Sys.
ELECTIVES (12 sem. hrs.)				CSCI 4400	3		Distrib. Comp.
				CSCI 4450	3		Data Intens. C.
				CSCI 4950	2		Sen. Sem.-WAC
				Science ⁽⁴⁾	4		
				MATH Elective ⁽⁵⁾	3		
				CSCI Elective ⁽⁶⁾	3		
				CSCI Elective ⁽⁶⁾	3		

(1) VISU 1000, MUSI 2110, THEA 2040, OR OTHER STATE-APPROVED Fine Arts course.

(2) ENGL 2530, ENGL 2540, ENGL 2570, ENGL 2580, ENGL 2600, ENGL 2610, or other state-approved Literature course.

(3) ANTH 2110, ECON 2010, ECON 2020, GEOG 2050, GEOG 2150, HIST 2010, HIST 2020, PSYC 2110, POLS 2020, SOC 2000, or other state-approved Soc. Science course.

(4) Choose one course from BIOL 1010, CHEM 1100, CHEM 1200.

(5) Choose one course from MATH 4600, MATH 4300, MATH 4400, MATH 4670

(6) Choose two courses from CSCI 4200, CSCI 4500 (Mobile Comp.), CSCI 4550 (Comp. Graphics).

To convert quarter hours to semester hours, multiply by 2/3.

124 semester hours needed to graduate.

12/2012

ACADEMIC AFFAIRS COMMITTEE
AUBURN MONTGOMERY COMMITTEE

RESOLUTION

PROPOSED MASTER'S IN TEACHING OF WRITING

WHEREAS, the AUM School of Liberal Arts seeks to provide students interested in teaching writing at the post-secondary school level an interdisciplinary program focused on the teaching of writing at that level and graduate education focused in this way on teaching composition can improve the teaching of writing in the community colleges, whose students often transfer to four-year institutions, including AUM; and

WHEREAS, positions as writing instructors for undergraduates are expected increasingly to be off the tenure-track, especially at community colleges, and so more appropriate to students possessing the Master's degree than the Ph.D., and community colleges in Alabama, Maryland, New Mexico, and Illinois have expressed interest in having graduates of an AUM Master's of the Teaching of Writing program serve as interns in composition instruction; and

WHEREAS, the request to create this Master's in the Teaching of Writing has been endorsed by the deans of the AUM's School of Business, School of Education, and School of Liberal Arts, and by its Provost, and Chancellor, and Auburn University's President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed Master's in the Teaching of Writing from the School of Liberal Arts be approved and submitted to the Alabama Council on Higher Education for review and approval.




AUBURN

MONTGOMERY

OFFICE OF THE CHANCELLOR

3 January 2013

To: Dr. Jay Gogue
President

From: John G. Veres III 

Subject: Proposed Board Agenda Item
Master's in Teaching Writing

Please consider including this proposal on the agenda of the 1 February 2013 meeting of the Board of Trustees.

Proposal:

Auburn University at Montgomery seeks to provide students interested in teaching writing at the post-secondary school level a program focused on the teaching of writing at that level. This will most often be at the undergraduate level, but will sometimes be in business contexts. We expect the program to appeal in particular to students who expect to teach composition at the many community colleges in the state and the country at large. American business also has seen a need for better writers, and for teaching writing to people already at work in the business world.

The program draws on coursework in AUM's School of Liberal Arts, School of Education, and School of Business.

Review and Consultation:

The degree was reviewed by AUM's Graduate Council, its Deans of Liberal Arts, Business, and Education, and the Provost.

The program would require one additional (tenure-track) faculty appointment in English. This would be the same appointment needed for the certificate in Teaching Writing, also being proposed. The initial enrollment is expected to be small, ca. 5 students.

Rationale for Recommendation:

The proposed Master's in Teaching Writing would serve students who wish to focus their teaching on writing at post-secondary school level, either at 2- or 4-year undergraduate institutions or in the business world. The MTW graduates will offer a unique skill set in the market because they will receive pedagogical training in areas such as composition pedagogy, basic writing, writing across the curriculum, and writing consultancy. For example, students with an MTW may wish to concentrate on developing skills as writing consultants, taking electives in business, for

employment outside the academy in corporate or nonprofit environments. By choosing coursework and research that supports such a focus, students will be able to develop valuable knowledge, skills, and abilities to coach writing and/or train writers in a variety of venues.

The MTW would not only better prepare students for success in these endeavors, but foster the improvement of writing skills of their own students. It will also prepare them for the market they will face, where tenure-track appointments in English will be in short supply, but appointments appropriate to holders of master's degrees will be more common, hence the forecast of The Bureau of Labor Statistics *Occupational Outlook 2010-11 Edition*: "Although competition will remain tight for tenure-track positions at 4-year colleges and universities, there will be available a considerable number of part-time and renewable term appointments at these institutions and at community colleges. Opportunities will be available for master's degree holders because there will be considerable growth at community colleges, career education programs, and other institutions that employ them."

We believe this program will serve Alabama, but also attract students from other states. Indeed, we have had favorable interest from several community colleges in hosting our program graduate students as (paid) interns in Alabama, Maryland, New Mexico, and Illinois. Given the on-campus composition courses at AUM, our dual enrollment, and Seamless teaching opportunities, the graduate students in this program will have the opportunity to teach (closely supervised) multiple classes—perhaps on different campuses—all wherein they may gain practical experience teaching writing.

MTW programs are at this point uncommon in the United States. We have identified ten approximate equivalents:

- Boise State University (Master of Arts in Teaching English Language Arts);
- DePaul University (Master of Arts in Writing, Rhetoric and Discourse);
- Eastern Michigan University (Master's in Written Communication - Teaching of Writing Emphasis);
- Hofstra University (Master of Arts in the Teaching of Writing);
- Illinois State University (Master's in Writing - Teaching of Writing Sequence);
- Northern Arizona University (Master of Arts in Rhetoric and the Teaching of Writing);
- Plymouth State University (Master's in English Education - Teaching of Writing Specialization);
- San Diego State University (Master's in Rhetoric and Writing Studies - Teaching of Writing Emphasis);
- Southern Illinois University - Edwardsville (Master of Arts in English - Teaching of Writing Specialization);
- University of Maine (Master of Education in Literacy—Writing and Teaching of Writing Concentration).

None, it should be noted, is in the South. AUM would thus be the first in the region to offer students this opportunity and serve these needs.

It is recommended that the proposal be submitted to the Board of Trustees through the Auburn Montgomery Committee and Academic Affairs Committee and placed on the agenda at the meeting scheduled for 1 February 2013. If the Board approves, the program would then be sent for approval by the Alabama Commission on Higher Education.

Dr. King and I are available to answer any questions you may have regarding this proposal.

Thank you for your kind attention.

Technical Information

Graduate Program

Degree Title: Master's in Teaching Writing

Offering Unit: School of Liberal Arts, AUM

Credit Hours in Degree: 30

On-Campus Approval: August, 2012

Board of Trustees Approval: TBD

ACHE Notification: Submission of NISP to ACHE to follow Board approval if obtained

Effective Term: Fall, 2015

Program Outline:

Required Courses (21 hours):

ENGL 6974 Composition Teaching Practicum (3 credit hours)
ENGL 6973 Professional Writing, Editing, and Consulting (3 credit hours)
ENGL 6060 Theories in Composition (3 credit hours)
ENGL 6030 Pedagogy of Basic Writing (3 credit hours)
ENGL 6090 Writing Across the Curriculum (3 credit hours)
ENGL 6975 MTW Thesis/Portfolio (3 credit hours—taken twice)

Elective Courses (9 required hours):

3 hours in English (ENGL) at the 6000-level (3 hours)
6 hours from the following list:
EDUC 6563 Reading in the Content Areas (3 hours)
FNDS 6010 Innovations in E-Learning (3 hours)
FNDS 6213 Computer-Based Instructional Technologies (3 hours)
MNGT 6000 Survey of Management (1.5 hours)
MNGT 6010 Survey of Business Law (1.5 hours)
MKTG 6000 Survey of Marketing (1.5 hours)
ECON 6010 Survey of Microeconomics (1.5 hours)
ECON 6020 Survey of Macroeconomics (1.5 hours)
QMTD 6000 Operations Management (1.5 hours)
ECST 6100 Business Statistics (1.5 hours)
INFO 6070 Introduction to Management Information Systems (1.5 hours)
FINA 6000 Survey of Finance (1.5 hours)

Program Specific Courses:

ENGL 6975 MTW Thesis/Portfolio (3 credit hours—taken twice)

Related Programs: In its elective coursework, the program draws on courses offered as part of AUM's Master's of Business Administration, Master's of Education, and Master's of Liberal Arts programs. All courses but ENGL 6975 are also available to students in the Master's of Liberal Arts program.

Additional Information:

AUBURN MONTGOMERY COMMITTEE
AND
ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED GRADUATE CERTIFICATE PROGRAM IN THE TEACHING OF WRITING

WHEREAS, the AUM School of Liberal Arts seeks to provide students in possession of the M.A. or Ph.D. in English who are interested in teaching writing at the post-secondary school level a credential focused on the teaching of writing at that level, and a graduate certificate focused on teaching composition can improve the teaching of writing in the community colleges, whose students often transfer to four-year institutions, including AUM; and

WHEREAS, holders of the Ph.D. in English seeking tenure-track positions at four-year institutions, which usually require undergraduate instruction in writing, would gain from such a certificate a significant edge in a very competitive job market and holders of the M.A. in English seeking non-tenure-track positions in composition at four-year institutions or positions at two-year institutions would also gain a significant competitive edge from such a certificate; and

WHEREAS, the request to create this Certificate in Teaching Writing has been endorsed by AUM's Graduate Council, the deans of AUM's School of Liberal Arts, School of Business, and School of Education, and by its Provost, and Chancellor, and Auburn University's President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed Certificate in Teaching Writing from the School of Liberal Arts be approved and submitted to the Alabama Council on Higher Education for its review.




AUBURN

MONTGOMERY

OFFICE OF THE CHANCELLOR

3 January 2013

To: Dr. Jay Gogue
President

From: John G. Veres III 

Subject: Proposed Board Agenda Item
Certificate in Teaching Writing

Please consider including this proposal on the agenda of the 1 February 2013 meeting of the Board of Trustees.

Proposal:

Auburn University at Montgomery seeks to provide students, already in possession of the M.A. or Ph.D. in English, who are interested in teaching writing at the post-secondary level a graduate certificate program focused on the teaching of writing. Although the M.A. or Ph.D. in English is generally considered a sufficient qualification to teach undergraduate writing, we believe the Certificate will prove a useful additional credential for people seeking such positions, either at community colleges or four-year institutions. A credential that specifically addresses the teaching of writing will distinguish professionals seeking that kind of employment.

The program draws on coursework in AUM's School of Liberal Arts.

Review and Consultation:

The certificate was reviewed by AUM's Graduate Council, its Dean of Liberal Arts, and its Provost.

The program would require one additional (tenure-track) faculty appointment in English. (This would be the same appointment needed for the Master's in Teaching Writing, also being proposed.) The initial enrollment is expected to be small, ca. 5 students.

Rationale for Recommendation:

The proposed Certificate in Teaching Writing would serve students who wish to focus their teaching on writing at the post-secondary school level, either at 2- or 4-year undergraduate institutions. The CTW graduates will offer a unique skill set in the market because they will receive pedagogical training in areas such as composition pedagogy, basic writing, writing across the curriculum, and writing consultancy. The CTW would not only better prepare students for success to teach writing at the secondary level, but foster the improvement of writing skills of their own students.

The CTW will also help those who earn it find jobs. Ph.D.s in English literature seeking employment in a tough job market for tenure-track positions in English will find the Certificate a qualification that distinguishes them in the field, where most positions require some undergraduate writing instruction. Similarly, it will distinguish holders of the M.A. in English literature as they seek employment in a better job market: for non-tenure track instructors of composition in 4- and 2-year institutions.

AUBURN UNIVERSITY AT MONTGOMERY

P.O. Box 244023, Montgomery, AL 36124-4023; Telephone: 334-244-3602; Fax: 334-244-3920

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www.aum.edu

We believe this program will serve Alabama but also attract students from other states. Indeed, we have had favorable interest from several community colleges in hosting our program graduate students as (paid) interns in Alabama, Maryland, New Mexico, and Illinois. Between the on-campus composition courses at AUM, our dual enrollment and Seamless teaching opportunities, the graduate students in this program will have the opportunity to teach (closely supervised) multiple classes—perhaps on different campuses—all wherein they may gain practical experience teaching writing.

Because this certificate could qualify a holder to work as a writing consultant, it may prove worthwhile in seeking employment in business as a writing coach or consultant who are tasked, when necessary, to help with on-the-job writing instruction. Students will have the opportunity to take a course that emphasizes writing consultancy should this path be one they wish to pursue.

It is recommended that the proposal be submitted to the Board of Trustees through the Auburn Montgomery Committee and Academic Affairs Committee and placed on the agenda at the meeting scheduled for 1 February 2013. If the Board approves, the program would then be sent for approval by the Alabama Commission on Higher Education.

Dr. King and I are available to answer any questions you may have regarding this proposal.

Thank you for your kind attention.

Technical Information

Graduate Program

Degree Title: Certificate in Teaching Writing

Offering Unit: School of Liberal Arts, AUM

Credit Hours in Certificate: 18 (15 for students in possession of the M.A. or Ph.D. in English)

On-Campus Approval: August, 2012

Board of Trustees Approval: _____

ACHE Notification: ACHE to be notified as an information item should Board approval be obtained

Effective Term: Fall, 2015

Program Outline:

Required Courses (18 hours):

ENGL 6974 Composition Teaching Practicum (3 credit hours)

ENGL 6973 Professional Writing, Editing, and Consulting (3 credit hours)

ENGL 6060 Theories in Composition (3 credit hours)

ENGL 6030 Pedagogy of Basic Writing (3 credit hours)

ENGL 6090 Writing Across the Curriculum (3 credit hours)

ENGL 6976 Certificate in Teaching Writing Portfolio (3 credit hours)

Note: Students already possessing the M.A. or Ph.D. in English would be able to earn the certificate by taking the above courses except for one (which is negotiable).

Program Specific Courses:

ENGL 6976 Certificate of the Teaching of Writing Portfolio (3 credit hours)

Related Programs: The certificate would be a brief version of the proposed Master's in Teaching Writing. All required courses but ENGL 6976 will also be available to students in the Master's of Liberal Arts degree program.

Additional Information:

AUBURN MONTGOMERY COMMITTEE
AND
ACADEMIC AFFAIRS COMMITTEE

EXECUTIVE SUMMARY

AUBURN UNIVERSITY AT MONTGOMERY CERTIFICATE IN TEACHING WRITING

Auburn University at Montgomery seeks to provide holders of the Ph.D. or M.A. in English who are interested in teaching writing at the post-secondary school level an additional qualification focused on the teaching of writing, focused on undergraduate institutions. We expect the program to appeal to students with Ph.D.s seeking a competitive edge in a tough job market for tenure-track positions in English, which usually require undergraduate writing instruction, and to holders of the M.A. in English who want a similar edge in seeking composition positions at the many community colleges in the state and the country at large, as well as in four-year institutions. Holders of this certificate might choose to focus their expertise on developing qualifications for writing coaching or consultancy in the business world.

The certificate was reviewed by AUM's Graduate Council, its Dean of Liberal Arts, and its Provost.

The certificate would require no additional resources beyond an additional tenure-track position in English, which would also support the Master's in Teaching Writing should it also be adopted.

It is requested that the Board consider a resolution to approve the proposed Certificate in Teaching Writing for Auburn University at Montgomery.

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED GRADUATE CERTIFICATE IN BREWING SCIENCES

WHEREAS, the College of Human Sciences wishes to provide individuals with the opportunity to acquire additional knowledge and skills to excel in the field of Brewing Sciences; and

WHEREAS, such a graduate certificate would provide students with a professional development program that combines knowledge of the scientific principles of brewing with experience of the production and business practices of the brewing industry; and

WHEREAS, the establishment of a graduate certificate program in Brewing Sciences would enable students and professionals from other relevant industries to enhance their credentials; and

WHEREAS, the College of Human Sciences would be among a limited number of institutions nationally that offer such a certificate program; and

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

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed Graduate Certificate in Brewing Sciences from the College of Human Sciences 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

January 3, 2013

MEMORANDUM TO: Jay Gogue
President

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

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

I am writing to request that the following item be added to the Board of Trustees' agenda for the February 1, 2013 meeting.

Proposal: It is recommended that the Board approve the proposed Graduate Certificate in Brewing Sciences from the College of Human Sciences.

Review and Consultation: The faculty in the College of Human Sciences initiated this proposal to provide graduate-level coursework for students and professionals who desire knowledge and experience in the field of brewing science. Students completing the 18 hour certificate will become knowledgeable in the major areas of brewing science, including malting, mashing, brewing, and fermentation. In addition, students will study business practices appropriate for brewers, managers, and executives in the brewery industry.

The proposed certificate would serve as an additional means of credentialing and would allow the College of Human Sciences to market a highly desirable academic program via distance delivery. If approved, the certificate would become the second program in brewing sciences offered in the nation. The proposed graduate certificate requires the creation of several new courses, to be provided by the department of Nutrition, Dietetics, and Hospitality Management.

Recommendation: The proposed Graduate Certificate in Brewing Sciences would enable the College of Human Sciences to offer a marketable plan of study to prospective students and professionals. The proposal has been reviewed and approved by Auburn University's Graduate Council in fall 2012, 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.



December 7, 2012

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

THROUGH: Dr. George Flowers
Dean of the Graduate School *George T. Flowers*

THROUGH: Dr. June Henton
Dean, College of Human Sciences *June Henton*

FROM: Dr. Martin O'Neill
Chair, Department of Hotel and Restaurant Management *M O'Neill*

SUBJECT: Item for the Board of Trustees – Proposed Certificate in Brewing Sciences

We are writing to request that the following item be added to the Board of Trustees' agenda for their **February 1, 2013** meeting.

Proposal: The College of Human Sciences is proposing Certificate in Brewing Sciences.

Review and Consultation: The **Certificate in Brewing Sciences** is being proposed as a means of preparing graduate students for entry into the rapidly-growing malting, brewing, and distilling industries. In addition to providing current practitioners with a means of updating their qualifications, the program will also provide a solid background in the underlying science and practical experiences of brewing. There is a demonstrated demand for training and formalized education in this discipline; and if approved, this certificate program would be the second of its kind in the nation. The proposal was reviewed by Auburn University's Graduate Council, and received its approval in Fall 2012.

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

Graduate Certificate Program

Certificate Title: *Brewing Sciences*

Offering Unit: *College of Human Sciences*

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

On-Campus Approval: *Fall 2012*

Board of Trustees Approval: *February 2013 (projected)*

ACHE Notification: *June 2013 (projected)*

Effective Term: *Fall 2013*

Program Outline:	<u>Required Courses</u>	<u>Credits</u>	<u>Approval Term</u>
	- HRMT 7106: <i>The Business of Brewing</i>	(3 c.h.)	<i>Fall 2012</i>
	- HRMT 7116: <i>Brewing Materials</i>	(3 c.h.)	<i>Fall 2012</i>
	- HRMT 7126: <i>The Science of Brewing I</i>	(3 c.h.)	<i>Fall 2012</i>
	- HRMT 7136: <i>The Science of Brewing II</i>	(3 c.h.)	<i>Fall 2012</i>
	- HRMT 7146: <i>Facilities and Operation</i>	(3 c.h.)	<i>Fall 2012</i>
	- HRMT 7920: <i>Internship</i>	(3 c.h.)	<i>Spring 2009</i>

Program-Specific Courses: *Yes*

Related Programs: *N/A*

Additional Information: *This certificate draws upon courses that have been developed specifically for the proposed program. The sponsoring unit 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 MASTER OF TURFGRASS MANAGEMENT

WHEREAS, the College of Agriculture seeks to create a new graduate degree program leading to the Master of Turfgrass Management; and

WHEREAS, the proposed degree program would offer a unique plan of study to students and professionals interested in pursuing a graduate education in areas related to turfgrass science and management; and

WHEREAS, students and professionals enrolled in the program would complete approved graduate courses offered via distance learning; and

WHEREAS, the proposed degree option would not require any additional resources, faculty, or space; and

WHEREAS, the request to create this degree has been endorsed by the Dean of the College of Agriculture, the Graduate Council, the Provost, and the President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed Master of Turfgrass Management be approved and forwarded to the Alabama Commission on Higher Education (ACHE) for review and approval.



AUBURN UNIVERSITY

OFFICE OF THE PROVOST
AND VICE PRESIDENT FOR
ACADEMIC AFFAIRS

January 3, 2013

MEMORANDUM TO: Jay Gogue
President

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

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

I am writing to request that the following item be added to the Board of Trustees' agenda for the February 1, 2013 meeting.

Proposal: The College of Agriculture is proposing a new graduate degree program leading to the Master of Turfgrass Management (non-thesis).

Review and Consultation: Faculty in the Department of Agronomy and Soils initiated this proposal to provide a new degree program for students and professionals seeking graduate education in the fields of Turfgrass Science and Management.

The program targets both graduate students and practicing professionals from diverse fields interested in enhancing their knowledge as it relates to soil and plant management. Students enrolled in the program will complete 32 hours of required coursework, offered exclusively via distance learning, including a two-semester capstone experience. If approved, the proposed Master's program would provide a unique plan of study that carefully examines soil science topics, such as soil chemistry, resources, conservation, herbicides, entomology, and plant nematology.

The proposed Master of Turfgrass Management draws from existing courses and would not require any additional resources, faculty, or space. Following completion of the necessary approval processes, the College of Agriculture would begin offering the proposed degree in fall 2013.

Recommendation: It is recommended that the Board approve the proposed Master of Turfgrass Management with the College of Agriculture. The proposed degree program was reviewed and approved by Auburn University's Graduate Council in fall 2012, and has been approved by the College of Agriculture 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.



December 7, 2012

TO: Timothy Boosinger
Provost and Vice-President for Academic Affairs

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

THROUGH: William Batchelor *W. Batchelor*
Dean, College of Agriculture

FROM: Joe Touchton *Joe Touchton*
Chair, Department of Agronomy and Soils

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

We are writing to request that the following item be added to the Board of Trustees' agenda for their **February 1, 2012** meeting.

Proposal: The College of Agriculture is proposing a Master of Turfgrass Management.

Review and Consultation: The **Master of Turfgrass Management** is being proposed as a means of providing additional coursework and training in turfgrass science to working professionals in the area of turfgrass management. This program will be offered completely via distance education courses, providing working students the opportunity to pursue this degree while not on campus. This major is intended for students who have a BS degree in a related area and ample work experience in the management of turfgrasses. The proposal was reviewed by Auburn University's Graduate Council, and received its approval in Fall 2012.

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

MASTER OF TURFGRASS MANAGEMENT

GOAL:

To develop an online master's degree in turfgrass management for students with or without formal education in turfgrass management, horticulture, or agronomy. The program was also designed for those currently working in the turfgrass industry, who seek additional credentialing.

GENERAL REQUIREMENTS:

Potential students must have attained an undergraduate degree from an accredited university, and meet the GPA requirements of Auburn University's Graduate School.

DEPARTMENTAL REQUIREMENTS:

- Complete – or already have received credit for – the undergraduate courses listed below.
- Complete 32 hours of upper-level course work, including a two semester-hour capstone course (supervised by the major advisor).

Required Undergraduate Courses in Pest and Crop Management:

- o **AGRN 1000 / 1003** - Introductory Plant Science
- o **AGRN 2040 / 2043** - Basic Soil Science
- o **AGRN 3150 / 3153** - Turfgrass Management
- o One of the following: **AGRN 3120** - Weed Science; or **ENTM 2040 / 2043** - Basic Entomology; or **PLPA 3000 / PLPA 3003** - Introductory Plant Pathology.

Required Courses in Basic Sciences: *

- o Inorganic Chemistry (one semester, typically freshman chemistry)
- o Introductory Biology (one semester, typically freshman biology)

* - *May be taken at junior college, college, or university.*

If a potential student lacks the required coursework, the undergraduate pest / crop science courses can be taken via Distance Education at Auburn University (as indicated by the second course number in each listing). Logical substitutions to these courses will also be considered, with approval granted by the student's three-member Graduate Committee.

CURRICULUM REQUIREMENTS:

The Master of Turfgrass Management requires 32 credit hours, selected from the following:

- o **AGRN 6063** - Soil Microbiology 3 c.h.
- o **AGRN 6103** - Plant Genetics 3 c.h.
- o **AGRN 6156** - Advanced Turfgrass Management 3 c.h.
- o **AGRN 6303** - Soil Chemistry 4 c.h.
- o **AGRN 6403** - Bioenergy Crops 3 c.h.
- o **AGRN 6803** - Soil Resources and Conservation 4 c.h.
- o **AGRN 6906** - Directed Studies 3 c.h.
- o **AGRN 6936** - Advanced Directed Studies 3 c.h.
- o **AGRN 7146** - Chemistry and Herbicides in Crop Prod. 3 c.h.
- o **AGRN 7956** - Seminar 2 c.h.
- o **ENTM 6366** - Landscape Entomology 4 c.h.
- o **PLPA 6506** - Plant Nematology 4 c.h.




AUBURN

MONTGOMERY

OFFICE OF THE CHANCELLOR

9 January 2013

To: Dr. Jay Gogue
President

From: John G. Veres III 

Subject: NAIA vs. NCAA II Membership Discussion

I am writing to request that the following information item be presented to the Board of Trustees through the Auburn Montgomery Committee and included on the agenda at the meeting scheduled for 1 February 2013.

Proposal:

Auburn University at Montgomery has completed the feasibility study evaluating a transition from the NAIA to NCAA Division II affiliation through the assistance of Collegiate Consulting. The athletic department was assessed for alignment with the Model NCAA Division II Athletics Program and adherence to the 21 guiding principles. The result of the feasibility study finds that AUM is very much in alignment with the model Division II program. A change in affiliation will result in projected savings overall through the reductions of scholarship budgets and post-season budget.

Review and Consultation:

Auburn Montgomery worked with Collegiate Consulting to explore and evaluate the feasibility and advisability of making a change in national affiliations from NAIA to NCAA Division II. The study included two campus visits by the consulting team for interviews, benchmarking the institution to the two regional NCAA Division II conferences in the southeastern U. S., and an assessment of AUM's alignment with the general requirements of a Model Division II Athletics Program. Interviews were conducted in June 2012, with a more comprehensive campus visit occurring in September 2012. The interviews included the representatives of the Student-Athlete Advisory Committee (22 members representing 10 sports and cheerleading), the Student Government Association, the Intercollegiate Athletic Committee, the Faculty Senate, key members of the staff and administration, and all members of the athletic department. Strong support exists among members of these diverse internal groups and the Athletic Alumni Council for a move to Division II. The Faculty Senate has already augmented the membership of its Intercollegiate Athletic Committee to include student representatives in order to embrace the Division II model of shared governance on athletic issues.

A comprehensive review was conducted of the total athletic budget, the operational budgets, and the scholarship budgets. These figures were benchmarked versus the median budgets of both the Gulf South Conference and the Peach Belt Conference. The demographic and geographic footprints of the two conferences were studied to assess the potential impact travel with a new conference's footprint would have on the academic success of our student-athletes and the financial commitments to this travel. An analysis was also conducted regarding the required salary budget and staffing levels for administrative and coaching positions. Finally, it was determined that overall, AUM athletic facilities are comparable to those of universities within the two conferences. The women's softball facility, the newest at AUM, would be one of

AUBURN UNIVERSITY AT MONTGOMERY

P.O. Box 244023, Montgomery, AL 36124-4023; Telephone: 334-244-3602; Fax: 334-244-3920

the finest facilities in either league. Following the above-described assessment and for reasons described below, the Athletic Department recommended pursuing membership in the Peach Belt Conference.

Rationale for Recommendation:

A move to Division II will assist AUM in aligning with more like-minded institutions. Of our current 16-member NAIA conference only three schools are public. The Peach Belt Conference, a conference that does not sponsor football, presently consists of 14 institutions of which 12 are public. Academically, this creates a competitive environment, as all institutions must follow the same standards. The Athletic Department believes a move will attract a better quality student-athlete. While we continue to recruit student-athletes who succeed in the classroom, the marketing efforts of the NCAA logo will afford us the opportunity to pursue students with greater talent, as well. Division II affiliation would provide access to the NCAA Clearing House with which the vast majority of student-athletes register, significantly streamlining the eligibility process.

The Athletic Department leadership's assessment concluded that a transition to NCAA II will result in overall cost savings. Seven of AUM's sports are presently above the NCAA Division II maximum allowable aid including baseball, men's and women's basketball, men's and women's soccer, softball and men's tennis. Required reductions in scholarships limits will yield a savings of \$120,000 per annum from the present scholarship budgets. Athletics anticipates that we would save an additional \$100,000 annually of its post-season budget, as the NCAA, unlike the NAIA, provides reimbursement for championship play beyond the conference level. AUM would not be eligible for participation in any post-season play (NAIA or NCAA) during the two years of candidacy of the membership process, yielding additional savings. Some of the ongoing savings (approximately \$60,000) would be redistributed to increase the operating budgets to the median levels of the Peach Belt Conference over time and \$57,555 would be allocated to a new compliance coordinator position. Nonetheless, the net financial outcome of the planned move to Division II should reduce Athletic Department operating costs by approximately \$100,000 per annum.

Finally, the Athletic Department's leadership believes that affiliation with the NCAA will facilitate our efforts in generating outside revenue sources. NCAA membership and the NCAA brand resonate more with the general public than does NAIA membership. Our current community partners and sponsors have provided positive feedback regarding this potential move. The City of Montgomery, which hosts the vast majority of championships sponsored by our current NAIA conference and would continue to do so in conjunction with Faulkner University, would be positioned to bid on Peach Belt and NCAA championships if AUM applies and is accepted for Division II membership in affiliation with the Peach Belt Conference.

I hope the case I've made is compelling enough to obtain your approval to discuss this matter with the Board. Athletic Director Steve Crotz and I are happy to answer any questions you may have.

Thank you for your kind attention.

PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

AUTHORIZATION TO ADOPT *GENERAL AVIATION MINIMUM STANDARDS, RULES AND REGULATIONS, AND GENERAL PROVISIONS*
AT AUBURN UNIVERSITY REGIONAL AIRPORT

WHEREAS, Auburn University, owns and operates Auburn University Regional Airport (“the Airport”); and

WHEREAS, the airport serves the commercial sector of the community as well as the University; and

WHEREAS, *General Aviation Minimum Standards, Rules and Regulations, and General Provisions* help ensure the Airport is commercially developed in an orderly, equitable, and safe manner; and

WHEREAS, the Federal Aviation Administration highly recommends the adoption of these documents; and

WHEREAS, these documents have been developed by a professional aviation consulting firm, have been reviewed by the Federal Aviation Administration, have been reviewed by the State’s Aeronautics Bureau, have been endorsed by the Airport Advisory Board, and have been publicly advertised for comment; and

WHEREAS, adopting these documents are in the best interest of the University in fostering the development of the Airport.

NOW THEREFORE, BE IT RESOLVED by the Auburn University Board of Trustees (“the Board”) that, in order to promote the safe, orderly and efficient use of the Airport, the Board has adopted these *General Aviation Minimum Standards, Rules and Regulations, and General Provisions* found at <http://www.auoairport.com/pgd.html> together with such future changes, amendments, revisions, and alterations as shall be deemed necessary and appropriate by the President from time to time as these documents are implemented.



AUBURN UNIVERSITY

ASSISTANT VICE PRESIDENT
FOR AUXILIARY SERVICES

January 15, 2013

MEMORANDUM TO: Dr. Jay Gogue
President

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

FROM: Robert C. Ritenbaugh *RCR*
Assistant Vice President for Auxiliary Services

SUBJECT: Authorization Adopting Revised *General Aviation Minimum Standards, Rules and Regulations*, and *General Provisions* at the Auburn University Regional Airport

Proposal:

It is requested that the Board of Trustees adopt a resolution approving *General Aviation Minimum Standards, Rules and Regulations*, and *General Provisions* at the airport. The three documents may be found at <http://www.auoairport.com/pgd.html>. These management related documents have been updated to reflect current conditions and expected development of the airport.

Review and Consultation:

These documents have been prepared by an outside, professional aviation firm that specializes in this area of airport management. The documents have been reviewed by the Federal Aviation Administration, the State's Aeronautics Bureau, and the airport's aviation attorney. In addition, the Airport Advisory Board has endorsed them; and they have been advertised for public comment.

Rationale and Recommendations:

The Federal Aviation Administration highly recommends that airports develop and adopt these types of documents to help ensure orderly development of the airport, to help ensure all businesses on the airport compete "on an equal playing field," and to help ensure safety for all who use and visit the airport.



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

**STATUS REPORT A: CURRENT FINANCIAL STATUS OF NEW
CONSTRUCTION, RENOVATION, AND INFRASTRUCTURE
PROJECTS WITH BUDGETS OF \$750,000 AND GREATER**
(For Information Only)

DATE: JANUARY 3, 2013

This is to request that the following proposal be submitted to the Property and Facilities Committee and included on the agenda of the Board of Trustees meetings scheduled for February 1, 2013.

Proposal:

Consistent with standing practice, it is proposed that the attached report regarding the current financial status 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 report regarding the current financial status 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 meetings scheduled for February 1, 2013.

Data as of 12/23/2012

Auburn University Facilities Division
 Current Capital Projects
 (Spending across Multiple Years)
Summary of Cash Flow by Project Phase

<i>Project Phase</i>	<i>Previous Approved Budget Amount</i>	<i>Current Approved Budget Amount</i>	<i>Actual Spending to Date (across multiple years)</i>	<i>Estimated Cash Flow Assuming Remainder of Budget for FY2013</i>	<i>Estimated Cash Flow Assuming Remainder of Budget for FY2014 & Forward</i>
Substantial Completion	298,760,698	126,762,505	117,659,405	7,839,931	*
Construction	294,984,150	294,984,150	146,926,633	103,457,517	44,600,000
Design	8,666,320	13,666,320	2,154,232	7,073,349	4,438,739
Planning	15,307,620	15,307,620	794,491	6,013,129	8,500,000
Totals	617,718,788	450,720,595	267,534,761	124,383,926	57,538,739 *
Other Open Capital Projects	48,171,285	47,823,748	27,453,591	13,000,000	7,370,157
Grand Totals	665,890,073	498,544,343	294,988,352	137,383,926	64,908,896 *

* On the lines with the asterisks, the sum of the spending column and both cash flow columns does not equal the current approved budget figure. The reason relates to two projects that were completed under budget: (1) "South Quad Multimodal Facility - New Building" project under budget by \$956,163. (2) "Poultry & Animal Nutrition Center - Feed Mill Building" project under budget by \$307,006.

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 Cash Flow Assuming Remainder of Budget for FY2013</i>	<i>Estimated Cash Flow Assuming Remainder of Budget for FY2014 & Forward</i>	<i>(C) Current Encumbrances Against Project</i>	<i>(A)-(B)-(C) Current Open Balance (Budget less Actuals and Encumbrances)</i>
SUBSTANTIAL COMPLETION PHASE											
South Quad Multimodal Facility - New Building 09-076	Completed	7,852,000	10,102,000	703,444		9,398,556	9,145,837	0	0	0	956,163 *
Poultry & Animal Nutrition Center - Feed Mill Building 09-079	Completed	1,966,637	1,966,637	1,966,637			1,659,631	0	0	0	307,006 *
Auburn-Opelika Robert G. Pitts Airport - Terminal Bldg 98-196	Substantial Completion	6,500,000	6,500,000			6,500,000	6,169,362	330,638	0	38,349	292,289
MRI Research Center - New Building 09-098	Substantial Completion	11,201,000	11,201,000			11,201,000	10,634,160	566,840	0	424,797	142,043
Information Technology Center 09-118	Substantial Completion	14,000,000	24,000,000		19,092,271	4,907,729	19,453,910	4,546,090	0	158,192	4,387,898
Transportation Technology Phase 2 04-111	Substantial Completion	49,500,000	52,545,000	18,107,515		34,437,485	50,692,006	1,852,994	0	38,977	1,814,017
Multipurpose Indoor Practice Facility - New Building (include Tatum Ctr Renovation) 10-126 & 10-138	Substantial Completion	16,500,000	16,500,000	1,264,646	15,235,354		16,075,931	424,069	0	279,908	144,161
Campus Pedestrian Improvements - Tiger Concourse - Ginn Plaza 08-116	Substantial Completion	2,500,000	2,500,000	548,000	1,952,000		2,422,119	77,881	0	1,037	76,844
Wire Road New Bicycle Facilities 08-103	Substantial Completion	1,447,868	1,447,868	528,668		919,200	1,406,449	41,419	0	41,419	0
Total Substantial Completion			126,762,505	23,118,910	36,279,625	67,363,970	117,659,405	7,839,931	0	982,679	8,120,421 *

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

Project Name	Project Phase	Original Approved Budget Amount	(A)		AU Bond Funding	Federal/ State or Local Funding	(B)		Estimated Cash Flow Assuming Remainder of Budget for FY2013	Estimated Cash Flow Assuming Remainder of Budget for FY2014 & Forward		(C)		(A)-(B)-(C)
			Current Approved Budget Amount	AU Funding (includes gifts/grants)			Actual Spending to Date (across multiple years)	Estimated Cash Flow Assuming Remainder of Budget for FY2013				Current Encumbrances Against Project	Current Open Balance (Budget less Actuals and Encumbrances)	
CONSTRUCTION PHASE														
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	28,026,817	25,973,183	20,000,000			39,983,695		5,989,488
Facilities Buildings 6, 7 and Related Projects 07-054 & 10-149	Construction	7,500,000	7,500,000	4,323,980		3,176,020	4,818,838	2,281,162	400,000			2,331,347		349,815
Student Recreation & Wellness Center Building (07-225)	Construction	72,000,000	72,000,000	5,000,000	67,000,000		51,043,994	15,956,006	5,000,000			15,365,124		5,590,882
ARRA - Center for Advanced Science, Innovation, and Commerce (NIST) 09-218	Construction	29,834,150	29,834,150	1,307,075		28,527,075	10,993,721	17,840,429	1,000,000			14,020,686		4,819,743
Student Recreation (Kinesiology) - New Building 09-220	Construction	21,600,000	21,600,000		21,600,000		15,186,538	5,413,462	1,000,000			3,654,721		2,758,741
South Donahue Residence Hall, Dinning, Biggio Parking Facility 10-217	Construction	61,500,000	75,200,000	6,600,000	68,600,000		32,891,130	27,308,870	15,000,000			29,630,349		12,678,521
Biodiversity Learning Center (Previously named COSAM-Preserved Specimens Laboratory) 06-010	Construction	2,650,000	3,500,000		3,500,000		1,485,926	1,814,074	200,000			1,857,497		156,577
Solon Dixon Forestry Education Ctr - New Conference Center 11-062	Construction	1,650,000	1,650,000	1,650,000			798,221	851,779	0			616,508		235,271
Telfair Peet Theatre Building Addition 09-204	Construction	3,300,000	3,300,000	3,300,000			341,355	1,958,645	1,000,000			136,322		2,822,323
Biological Engineering Research Laboratory (BERL) 09-181	Construction	6,400,000	6,400,000	1,776,992		4,623,008	1,340,093	4,059,907	1,000,000			4,504,716		555,191
Total Construction			294,984,150	47,958,047	200,700,000	46,326,103	146,926,633	103,457,517	44,600,000			112,100,965		35,956,552

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

Project Name	Project Phase	Original Approved Budget Amount	(A)		AU Bond Funding	Federal/ State or Local Funding	(B)		Estimated Cash Flow Assuming Remainder of Budget for FY2014 & Forward		(C)	(A)-(B)-(C)
			Current Approved Budget Amount	AU Funding (includes gifts/grants)			Actual Spending to Date (across multiple years)	Estimated Cash Flow Assuming Remainder of Budget for FY2013			Current Encumbrances Against Project	Current Open Balance (Budget less Actuals and Encumbrances)
DESIGN PHASE												
Ag Heritage Park 98-333	Construction and Design Future Projects	2,666,320	2,666,320	2,666,320			1,427,581	100,000	1,138,739		0	1,238,739
Pebble Hill Renovation 06-176	Design	2,500,000	2,500,000	2,500,000			360,778	1,639,222	500,000		60,513	2,078,709
Olympic Sport Training & Support Facility Building Renovations 11-131	Design	3,500,000	3,500,000		3,500,000		331,509	2,168,491	1,000,000		165,031	3,003,460
Plainsman Park - Team Support Facilities Renovations (12-073)	Design	1,200,000	1,200,000	1,200,000			21,171	878,829	300,000		67,437	1,111,392
Lowder Hall - East Courtyard, New Student Lounge (12-013)	Design	1,000,000	1,000,000	1,000,000			9,716	990,284	0		82,412	907,872
Installation of Hot Water Lines for the Athletic and Recreation Sector of Campus	Design	2,800,000	2,800,000	1,300,000	1,500,000		3,477	1,296,523	1,500,000		50,000	2,746,523
Total Design			13,666,320	8,666,320	5,000,000	0	2,154,232	7,073,349	4,438,739	#	425,393	11,086,695

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

Project Name	Project Phase	Original Approved Budget Amount	(A)		AU Bond Funding	Federal/ State or Local Funding	(B)		Estimated Cash Flow Assuming Remainder of Budget for FY2014 & Forward	(C)	(A)-(B)-(C)	
			Current Approved Budget Amount	AU Funding (includes gifts/grants)			Actual Spending to Date (across multiple years)	Estimated Cash Flow Assuming Remainder of Budget for FY2013		Current Encumbrances Against Project	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	1,766,049	7,000,000	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	2,262,496	0	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		15,416	1,984,584	1,500,000	0	3,484,584	
Total Planning			15,307,620	7,307,620	3,500,000	4,500,000	794,491	6,013,129	8,500,000	1,212,717	13,300,412	
Other Open Capital Projects	Various Stages		47,823,748	40,776,430	6,953,785	93,533	27,453,591	13,000,000	7,370,157	9,128,741	11,241,416	
GRAND TOTAL			498,544,343	127,827,327	252,433,410	118,283,606	294,988,352	137,383,926	64,908,896	123,850,495	79,705,496 *	

* On the lines with the asterisks, the sum of the spending column and both cash flow columns does not equal the current approved budget figure. The reason relates to two projects that were completed under budget: (1) "South Quad Multimodal Facility - New Building" project under budget by \$956,163. (2) "Poultry & Animal Nutrition Center - Feed Mill Building" project under budget by \$307,006.



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

**STATUS REPORT B: QUARTERLY REPORT FOR PROJECTS
COSTING MORE THAN \$500,000 BUT LESS THAN \$750,000 FOR
1st QUARTER FISCAL YEAR 2013**
(For Information Only)

DATE: JANUARY 3, 2013

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 1, 2013.

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 completed in the 1st Quarter of Fiscal Year 2013 and costing more than \$500,000 but less than \$750,000 are listed on the following table.

1st Quarter FY 2013 Projects \$500,000 - \$750,000	Project Number	Account Number	Cost
Foy Hall - 1st Floor, Renovate For Relocation Of Biggio Center & IM Group	10-260	920952102048P100	\$505,650
Foy Hall - Rm 217, Renovate Space For Veterans Affairs	12-075	920996102048P100	\$682,935

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 1, 2013.



TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Assistant Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
STATUS REPORT C: PROJECT EXECUTION STATUS
DATE: JANUARY 3, 2013

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 1, 2013.

Proposal:

In response to informal inquiries regarding the progress of Board of Trustees approved projects, it is proposed that a brief report regarding the execution status of such projects be submitted, *for information only*, to the Board of Trustees through the Property and Facilities Committee.

Review and Consultation:

The Board of Trustees has a responsibility to oversee the funding, planning, design, construction, maintenance and operation of University buildings and facilities. Given the long execution timeline of many projects, periodic updates regarding project status are necessary for the Board of Trustees to exercise this oversight. This Project Execution Status Report is intended to inform Board members and interested parties of the status of projects previously approved by the Board of Trustees.

Rationale for Recommendation:

It is appropriate that the Board of Trustees monitor the status of approved capital projects as they progress through the various project execution milestones. 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 1, 2013.

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

- Equine Studies – New Facilities
- Equine Plasma Storage Building
- Band Rehearsal Hall Phase 2
- Wire Road Widening and Realignment

On hold pending funding
On hold pending funding
Approved September 2009
Approved April 2011

Projects in Design Stage:

- Pharmaceutical Research & Development Center
- Renovations to the Hill and CDV Residence Halls
- Central Classroom Facility
- Relocation of Sports Medicine and Other Team Functions From the Coliseum
- Construct Faculty and Staff Lounge

Approved June 2007
Approved June 2010
Approved June 2011
Approved February 2012

Approved April 2012

Schematic Design Approved:

- Pebble Hill Renovation & Addition
- Auburn Wellness Kitchen
- Renovation of Plainsman Park Locker Rooms
- Hot Water Lines for the Athletic/Recreation Sector

Approved November 2007
Approved November 2011
Approved April 2012
Approved June 2012

Projects in Construction Stage:

- COSAM – Biodiversity Learning Center
- Telfair Peet Theatre Addition
- Center for Adv. Science, Innovation & Commerce
- Small Animal Teaching Hospital – Phase II
- Student Wellness and Sustainability Center
- Facilities Division Buildings VI & VII
- Department of Kinesiology Building
- Biological Engineering Research Laboratory
- Parking and Transportation Facility at Biggio Drive
- Student Residence Hall at West Samford & Donahue
- Solon Dixon Forestry Education Center Classroom
- AUM: Student Residence Hall
- Watson Field House Renovation

Approved November 2006
Approved November 2009
Approved September 2009
Approved February 2010
Approved June 2010
Approved June 2010
Approved September 2010
Approved November 2010
Approved February 2011
Approved February 2011
Approved April 2011
Approved April 2011
Approved April 2011

Projects in Closeout Stage or Complete:

- Small Animal Teaching Hospital – Phase I
- AUM Wellness Center

Approved Feb 2010
Approved June 2010

AUDIT COMMITTEE

REVIEW OF AUDITED FINANCIAL STATEMENTS

The administration anticipates having the financial audit and bound copies of the Fiscal Year 2012 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.



AUBURN UNIVERSITY
OFFICE OF THE PRESIDENT

January 3, 2013

MEMORANDUM TO: President Jay Gogue

FROM: Donald L. Large, Jr. 

SUBJECT: Board of Trustees Agenda Item -

Audit Committee Review of Audited Financial Statements

PricewaterhouseCoopers is in the process of completing their audit of the University's Financial Statements for the Fiscal Year Ended September 30, 2012. We anticipate having bound copies of our Audit Report completed prior to the February Board meeting and would appreciate the opportunity to review such statements with the Audit Committee of the Board of Trustees. We would also have PricewaterhouseCoopers present to address the Board.

pah

RESOLUTION
REAFFIRMATION OF THE STATEMENT OF VISION AND MISSION
FOR AUBURN UNIVERSITY

WHEREAS, the Board of Trustees periodically reviews and updates, as appropriate, the Statement of Vision and Mission for Auburn University; and

WHEREAS, the Board of Trustees approved the current Statement on March 20, 1997, and certain amendments to the Statement on May 7, 2004; and

WHEREAS, after appropriate review the President has determined that the Statement, as amended, remains current and comprehensive, accurately guiding the operations of Auburn University;

THEREFORE BE IT RESOLVED by the Board of Trustees that the current Statement of Vision and Mission for Auburn University, as amended, is hereby reaffirmed; and

BE IT FURTHER RESOLVED by the Board of Trustees that subsequent review of the Statement of Vision and Mission for Auburn University be conducted periodically at the discretion of the President with appropriate recommendations to the Board for updates or revision of the Statement.



AUBURN UNIVERSITY
INSTITUTIONAL RESEARCH
AND ASSESSMENT

OK
sm

January 9, 2013

MEMORANDUM TO: Jay Gogue
President

THROUGH: Timothy Boosinger *Timothy A. Boosinger*
Vice President for Academic Affairs and Provost

FROM: *Drew Clark*
Drew Clark
Accreditation Liaison and Director, Institutional Research and Assessment

SUBJECT: Agenda Item for Board of Trustees:
Reaffirmation of Institutional Statement of Vision and Mission

I am writing to recommend that the following item be added to the agenda for the February 1, 2013 meeting of the Auburn University Board of Trustees.

Proposal: It is recommended that the Board of Trustees reaffirm the Statement of Vision and Mission for Auburn University (Main Campus) as previously approved by the Board on March 20, 1997 and amended on May 7, 2004.

Rationale: The current Statement of Vision and Mission for the main campus of Auburn University was developed by the Task Force on Mission ("The Twenty-First Century Commission"), established in 1995. The Board approved this Statement on March 20, 1997 and approved certain amendments to the Statement on May 7, 2004. When the Board approved the University's current Strategic Plan in 2008, it did so with the stated expectation that "comprehensive strategic planning [is] a sound management practice [that guides] the institution toward achieving its mission" (Resolution: Auburn University Strategic Plan, June 27, 2008). However, the Board has not approved a formal update of the approved Statement of Vision and Mission since 2004. Review of the current Statement undertaken as part of the self-study process for reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges indicates that the statement remains current and comprehensive, accurately guiding the institution's operations.

Recommendation: After review, it is recommended that the current Statement of Vision and Mission for Auburn University (Main Campus) be reaffirmed by the Board of Trustees. Periodic review and updating of the Statement thereafter, at the President's discretion, is further recommended, since such review is not only a sound practice but also a requirement for accreditation.

Excerpts from Board Minutes Regarding the Statement of Vision and Mission and Strategic Plan

- A. Approval of Statement of Vision and Mission (March 20, 1997)
- B. Approval of Amendments to the Statement of Vision and Mission (May 7, 2004)
- C. Approval of Strategic Plan (June 27, 2008)

A.

Investment Committee -- Chairperson Samford. No report.

Planning and Priorities Committee -- Chairperson Holloway. Dr. Holloway noted that the Planning and Priorities committee has one very important item to present to the Board, the adoption of the recommendations of the Twenty-First Century Commission. Because of the significance of these recommendations as the planning blueprint for Auburn University in the coming years, Dr. Holloway asked that, after the reading of the resolution by the Board Secretary, President Muse offer any remarks he wished to make concerning this issue. Upon the reading of the resolution, Dr. Holloway moved for adoption, seconded by Mr. Denson, and the following was unanimously endorsed by the Board:

RESOLUTION

PROPOSED ADOPTION OF RECOMMENDATIONS OF THE TWENTY-FIRST CENTURY COMMISSION

WHEREAS, an appropriate plan, formulated through the efforts of many individuals who have a stake in an organization, is essential for that organization's future success; and

WHEREAS, in 1992, President William V. Muse appointed a Twenty-First Century Commission as the umbrella organization charged with leading a comprehensive strategic planning effort designed to prepare the University to compete effectively as it approaches the twenty-first century; and

WHEREAS, the Twenty-First Century Commission was broadly representative of all segments of the Auburn University community, including trustees, faculty, staff, students and others with a vested interest in the success of Auburn University and Auburn University at Montgomery; and

WHEREAS, the comprehensive strategic plan, recommended by the Twenty-First Century Commission after considerable involvement of all units throughout the University and review by several constituent groups and others, consists of the following elements:

- A. A Statement of Vision and a Statement of Mission developed by the Task Force on Mission established in 1995;
- B. Institutional goals in the areas of instruction, research, outreach, enrollment, and fiscal resources; and
- C. Recommendations of the Commission in several operating areas.

NOW, THEREFORE, BE IT RESOLVED that the recommendations of the Twenty-First Century Commission, as presented in Exhibit 1 attached to this resolution, are hereby adopted by the Board of Trustees of Auburn University, and that William V. Muse, or such other person as may be acting as President, be and the same is hereby authorized to implement said recommendations to ensure that Auburn University will emerge as one of the nation's preeminent land-grant Universities in the Twenty-First century.

BE IT FURTHER RESOLVED that the Board of Trustees of Auburn University expresses its deep appreciation to the many individuals who participated in this planning process.

Dr. Cunningham noted that the President, the Provost, and all others who participated in the strategic planning process deserve a great deal of credit for their efforts. He further indicated that this document will provide a roadmap for Auburn University in the future, and it is a great achievement. President Muse commended those individuals who served on the Twenty-first Century Commission, including some Board members, and reiterated that the work of the Commission does provide the foundation and framework for the kind of goal setting that will allow Auburn University to achieve the distinction that it desires and deserves.

Property and Facilities Committee -- Chairperson Denson.
Mr. Denson noted that the Property and Facilities Committee has endorsed four resolutions for Board consideration, beginning with

AUBURN UNIVERSITY

*Recommendations
of the
Twenty-First
Century Commission*

*Presented to
Auburn University
Board Of Trustees*

MARCH 20, 1997

AUBURN UNIVERSITY

Vision Statement



uburn University will emerge as one of the nation's preeminent land-grant universities in the 21st Century. Central to all its functions will be the University's historic commitment of service to all Alabamians as the State becomes a part of a global society with all of its challenges and opportunities. The University will be widely recognized for the quality of its undergraduate educational programs, the effectiveness of its research and outreach programs, and the broad access to the University provided through the innovative use of information technology. The University will insure the quality of its programs through the careful focusing of its resources in areas of institutional strengths. One constant that will remain unchanged at the University – that intangible quality Auburn men and women call the "Auburn spirit."

AUBURN UNIVERSITY

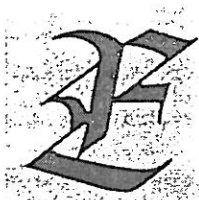
Mission Statement

*A*uburn University's mission is defined by its land-grant traditions of service and access. The University will serve the citizens of the State through its instructional, research, and outreach programs and prepare Alabamians to respond successfully to the challenges of a global economy. The University will provide both traditional and non-traditional students broad access to the institution's educational resources. In the delivery of educational programs on campus and beyond, the University will draw heavily upon the new instructional and outreach technologies available in the emerging information age.

*T*he University will give highest priority for resource allocation to undergraduate education and for future development of those areas that represent the traditional strengths, quality, reputation, and uniqueness of the institution and that continue to effectively respond to the needs of students and other constituents. Consistent with this commitment, the University will emphasize high quality undergraduate education including a comprehensive general education that imparts the broad knowledge, skills, and values so essential to educated and responsible citizens, as well as specialized career preparation for students. In establishing the primacy of undergraduate education to the institutional mission, the University will assure the continued strength of its faculty with the realization that the quality of instruction is directly related to the quality of the University's faculty and the commitment of the faculty to excellence in undergraduate education. The University will provide graduate programs in areas of need and importance to the State and beyond. Graduate programs offer students opportunities for specialized advanced education in their chosen field and are important components of the services the University provides.



ecause research is essential to the mission of a land-grant university, Auburn University will continue development of its research programs. The primary focus of this research will be directed to the solution of problems and the development of knowledge and technology important to the State and Nation and to the quality of life of Alabama citizens. The University's research programs will make important contributions to instructional programs through the involvement of graduate and undergraduate students and the renewal of the faculty. Research will also provide the knowledge base for outreach programs. In carrying out its research mission, the University will emphasize established areas of strength and will focus available resources in those areas of research and doctoral study that are, or have the potential to develop into nationally and internationally recognized centers of excellence.



xtension and outreach programs are fundamental to the land-grant mission because these programs directly affect the lives of all citizens in the State. The University will maintain the strengths of its traditional outreach programs and will increasingly involve the broader University in outreach programs that respond to the changing needs of the society in which we live. The University will continue to seek new and innovative ways to reach out to the people it serves.

AUBURN UNIVERSITY

Institutional Goals For Instruction

The 21st Century Commission established the guiding principle that the University should continue to maintain undergraduate students and programs as its primary focus with a commitment to offer the highest quality undergraduate programs possible. The Commission also recommended that programs of undergraduate instruction receive the highest priority for resources. The Board of Trustees has formally adopted "a Position on Quality Instruction" (10/27/89). The Task Force on University Mission has amplified on these commitments. The following institutional goals derive from these sources.

A. Continue to develop and strengthen the core curriculum and all other instructional programs in order to develop analytical skills, cultivate communication skills, and increase knowledge of science, history, moral values, technology, the arts, and society, in short, provide the highest quality undergraduate education that prepares our students success in a national and international environment.

B. Involve more senior faculty in the instruction of freshman and sophomore students to insure that these students have an opportunity to study under the University's most experienced teachers and scholars.

C. Encourage innovative teaching approaches and more effective use of advanced information technology in all instructional programs.

D. Establish learning center(s) to involve faculty in the continuing enhancement of undergraduate teaching.

E. Establish a University-wide teaching evaluation system that incorporates student, peer, and administrative evaluations.

F. Continue growth of high quality graduate programs with much of this growth supported by extramural funds generated through the University's research programs and the involvement of graduate students in the University's instructional programs.

G. Seek cooperative relationships with other Universities in the State and region in an effort to reduce duplication and gain the advantage of strengths at other institutions.

H. Obtain and allocate resources commensurate with quality undergraduate education and in keeping with these goals.

I. Maintain competent and dedicated faculty committed to quality programs by according full recognition of the primacy of instruction in the reward system, and by bringing faculty salaries to regional averages in a five-to-seven year period.

J. Continue emphasis upon and support of the University's unique professional programs that are responsive to the needs of Alabama and the nation.

AUBURN UNIVERSITY

Institutional Goals For Research

The Strategic Plan for Research adopted by the 21st Century Commission is based on the principles that research is rooted in the fundamental role of scholarship in the university; is an essential mission of a comprehensive and land-grant university; and, is inherently and synergistically related to the instructional and outreach missions of the university. The following institutional goals for research are derived from these principles.

A. Continue the development of Auburn University as a major research university with a commitment to basic and applied research.

B. Enhance the integral and complementary relationships among research, instruction, and outreach.

C. Enhance the quality of the undergraduate experience through the increased involvement of undergraduate students in research programs.

D. Emphasize the historically-strong research programs in agriculture, engineering, biological sciences, physical sciences and mathematics, as well as the Alabama Agricultural Experiment Station while enhancing other areas of research and interdisciplinary programs organized primarily in centers and institutes.

E. Increase the resources for support of research by fifty percent over the next five years through increased extramural funding; promotion of research partnerships with industry, business, foundations, governments, and other institutions; and through the application of research discoveries, inventions, and technologies.

F. Establish college, school, institute, and center research goals and priorities consistent with institutional research goals, and establish research objectives with

implementation strategies and evaluative methodologies designed to measure progress toward the achievement of established goals.

G. Accord highest priority for development of doctoral programs to disciplines with greatest research strength.

H. Commit to development and maintenance of a limited number of nationally and internationally recognized centers of excellence in the University – relying upon existing strengths, program uniqueness, responsiveness to State and national needs, and potential for attracting extramural funding.

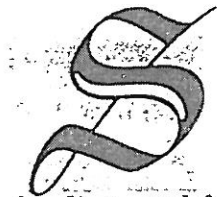
AUBURN UNIVERSITY

Institutional Goals For University Outreach

- A. Emphasize outreach programs designed to educate non-traditional students, provide continuing professional education, disseminate research findings, transfer technology, and meet current and changing social and educational needs of Alabamians.*
- B. Increase the involvement and participation of departments, colleges, and schools in University outreach programs.*
- C. Recognize excellence in outreach assignments through the faculty reward system.*
- D. Develop an evening and weekend credit program, and make full use of advanced technology in providing access to the University's programs.*
- E. Strengthen efforts to secure federal, State, local, and private funding for outreach and increase fee-for-service funding for outreach.*
- F. Utilize "growth by substitution" and realignment of resources to target priority outreach objectives.*
- G. Establish liaisons with other educational institutions and private partners to develop and deliver educational and outreach services with the highest priority assigned to joint programs with Auburn University at Montgomery.*
- H. Enhance the contributions of the Alabama Cooperative Extension Service through formulation of integrated program thrusts around key issues, including the establishment of regional centers and other multi-county programs, to serve State needs.*

AUBURN UNIVERSITY

Institutional Goals For Student Enrollment



student enrollment has greater impact on planning for instructional programs than any other single factor. The number and mix of students, their interests and ambitions, all influence program offerings, and are major determinants of faculty, funding, and facilities requirements. The Twenty-First Century Commission considered a wide spectrum of issues related to the University's current and future enrollment and has endorsed a set of principles to guide the University's future development. These principles spawned the following institutional goals:

A. Auburn will strive for moderate overall enrollment growth in the coming years – on the order of an average annual rate of one percent through the end of the century.

B. Auburn University will continue to emphasize as a priority undergraduate instruction, including more aggressive and vigorous recruitment of high-ability students.

C. Auburn University will achieve greater diversity in enrollment, attracting an increasing number of minority students, as well as those outside the traditional college-going ages.

D. Auburn's uniqueness as an institution will be emphasized in student recruitment to attract serious, high-ability students.

E. Auburn's traditional characteristics – combining high-quality instruction, a warm, friendly and personable environment, and moderate tuition – will be exploited, to maintain Auburn among the nation's best buys in higher education.

F. The University will increase significantly the amount of endowment dedicated to underwriting student scholarships.

G. Programs will be developed to retain a greater proportion of entering students through to graduation.

H. Recruitment efforts will be targeted toward increasing the proportions of Alabamians among the undergraduate student body and U.S. residents at the graduate level.

I. Budget processes will be developed for identifying and distributing resources to those academic programs having high levels of attractiveness to current and potential students.

J. The share of entering students represented by undergraduate transfers will be increased, through new recruitment and articulation initiatives targeting junior college students.

K. Graduate enrollment will be increased steadily, through expansion of program areas that attract extramural funding.

L. Auburn University will learn more about its students – their sources, needs, and achievements as students and alumni – through expansion of its management information systems.

AUBURN UNIVERSITY

Institutional Goals For Fiscal Support

A. Balance the competing issues of accessibility, tuition costs, and quality to allow access to as many qualified students as possible while maintaining the quality of the University's educational programs.

B. Maintain State support for the University at a level that will allow students access to the University at a tuition that Alabama families can afford.

C. Actively pursue new resources other than State funds for institutional support and program enhancement.

D. Link the University's planning process to its budgeting process.

E. Build an annual deferred maintenance account of ten million dollars over the next decade to provide the facilities and infrastructure necessary to support the University's mission and goals.

AUBURN UNIVERSITY

Twenty-First Century Commission A Report of Recommendations

The Twenty-First Century Commission began its work with an initial meeting on July 21, 1992, and after 17 meetings now has completed its assignment. The Commission, broadly representative of major constituent groups, established the parameters for and oversaw a comprehensive planning process that involved every Auburn University unit. The Commission heard reports by all vice presidents, by deans of the schools and colleges, and for other administrative units. The work of the Commission was segmented into major areas as noted below:

A. AUM and its relationship to Auburn University

B. University Outreach

C. University Research

D. Student Enrollment

E. The Prevailing Fiscal Environment

F. Academic Programs in the Schools and Colleges

G. The Graduate School

H. Library Resources

I. Administrative Support Units

J. Intercollegiate Athletics

After nearly 50 hours of formal deliberation, during which a wide assortment of issues was placed before it, the Commission has agreed upon a set of recommendations to be presented for consideration by the Board of Trustees. These are grouped into general categories and are identified on the following pages.

Finances

As the current century gives way to the new one, the predominant concern that will influence the character of all other developments is the availability of funding. Stated only slightly differently, it safely may be concluded that the degree to which the University is able to achieve its primary goals will be a function largely of utilizing more effectively revenues that are likely to grow, at best, only at inflation level rates. Given that Auburn, by most indices, is already underfunded, this represents a particular and foreboding challenge as the University moves toward the Twenty-First Century. The Commission makes the following recommendations:

- 1. Preservation of program quality must be the University's overarching priority. If fiscal resources remain persistently limited, then program offerings must be restricted to those that can be maintained effectively within available funding.*
- 2. To undergird decisions guiding placement of fiscal resources, the planning and priority setting activities currently underway must continue. Program priorities should be established in the context of the University's mission statement, and the planning, evaluation, prioritizing and budgeting functions must be interrelated and institutionalized.*
- 3. An incentive budgeting/spending approach should be effected at an early date to encourage innovative practices, greater cost efficiencies and program restructuring.*
- 4. Efforts must be intensified to increase revenues from all available sources – state appropriations, student tuition and fees, private giving, and return on invested capital. This will require, as a minimum, well-organized and focused efforts to mobilize Auburn's alumni and supporters, to assure that the University receives its fair share of state funding.*

5. *A student tuition policy should be effected that incorporates the following provisions:*

- (a) An orderly plan that would move tuition rates at Auburn as quickly as feasible to levels that reach or exceed the regional average for peer institutions.*
- (b) Differential tuition rates that assess tuition more nearly proportionate to varying costs of providing instruction in different programs.*
- (c) Regularized or automatic inflationary level adjustments.*

6. *The University's private giving and endowment levels must be increased aggressively, to provide a solid base of continuous support that will develop and maintain dimensions of excellence, especially during times of severe funding shortfalls from other sources.*

7. *Within the context of available resources, the University's facilities and human capital must be accorded special attention. To that end, provision must be made to address methodically the increasing deferred maintenance backlog and the lack of competitiveness in employee compensation. It is suggested that the University's annual budget for facilities maintenance be increased incrementally, to approximately \$10 million. At the same time, faculty and staff salaries should be increased to levels that compare favorably with appropriate reference groups.*

8. *Administrative and support functions that are deemed to be of lesser priority should be restructured, downsized, consolidated or phased out. Resources recaptured by these efforts should be redirected to support priority instructional programs.*

9. *Student aid and scholarship programs must be expanded significantly to assist Auburn in remaining reasonably accessible to a large proportion of the state's academically eligible students. The Honors Program should be expanded greatly, to include a larger portion of those eligible to participate.*

Academic Programs

The substance of the University is its academic programs. The institution's character is determined by the dedication of its faculty, the effectiveness with which the curriculum is configured, and the manner in which knowledge is transmitted to those who study here. Over the years, Auburn has become recognized widely for the overall quality of its instructional programs, particularly at the undergraduate level. The Commission places as its highest priority the preservation and enhancement of this dimension of the University.

1. Auburn's hallmark, strong undergraduate instructional programs, should be guarded carefully. As resources become available, they should be directed toward maintenance of existing quality and strengthening of undergraduate education.

2. Extreme caution must be exercised in consideration of new program commitments. In the face of limited funds, program reviews and institutional priorities should provide a basis for program consolidation and/or termination.

3. Auburn, as a comprehensive land-grant university, should continue to emphasize its research mission; however, support for research should not be permitted to detract from or diminish Auburn's commitment to quality instruction.

4. In the evaluation of academic program offerings, the following must be considered:

(a) Present and emergent occupational needs and/or opportunities and the characteristics required of graduates to meet them.

(b) Potential for cooperative relationships with other institutions in the state, and particularly with AUM.

(c) Opportunities for greater interdepartmental collaboration and sharing of resources.

(d) Employer satisfaction with Auburn graduates and graduates' satisfaction with their University experience.

(e) Programs of particular strength and those central to the University's mission.

(f) Auburn's unique niche in the state's higher education milieu.

5. Program viability analysis and institutional priorities should provide the basis for funding allocation / reallocation decisions. Programs duplicated widely throughout the state and / or producing graduates for which the demand is low, should be considered as targets for elimination.

6. Student learning opportunities should be augmented by greater reliance upon technological advances; innovative configuration and scheduling of courses, and courses at non-traditional times; academic support systems, such as the proposed "academic success center;" and greater mentoring, work experience and internship opportunities.

7. A well-considered and systematic enrollment management plan must be effected to assure that student enrollment levels are controlled, and that they coincide with resources available.

8. Programs that increase student retention and graduation rates should be implemented. These would include counseling, intervention, mentoring and other personal and academic assistance efforts.

9. Deans' offices, together with other academic support units, should be reviewed for downsizing, thereby freeing resources for the primary functions of the institution.

10. Benchmarking information should be assembled promptly, as a basis for identifying opportunities for efficiencies and as measures of program effectiveness.

11. The mission clarification and prioritizing processes should identify academic programs at Auburn that have a legitimate opportunity to become prominent on a national or international basis.

12. Rapidly escalating costs of providing library resources are taxing the University's ability to remain competitive with other members of the Association of Research Libraries. There must be increased reliance upon technology and resource sharing to maintain a first rate library for students and scholars, within available funding.

13. Efforts should be made to assure that students stay on track and graduate in a reasonable time.

Students

*S*tudents are the lifeblood of a university. They determine an institution's general nature and become the school's alumni. Over the years, Auburn University has successfully attracted and assisted in preparation of outstanding young men and women who have gone on to leadership roles and prominence in all fields of human endeavor. To assure continuation of that status, the Commission offers the following recommendations:

1. Auburn should become more aggressive in identifying and recruiting the better prepared student. While the University should remain accessible to those who can benefit from study here, the more academically able should be targeted during expected periods of limited resources.

2. Available student financial assistance programs must be augmented promptly and dramatically. If the University is to have any chance of achieving its academic aspirations, funding for scholarships, fellowships and other aid programs must be increased significantly.

3. The portion of overall enrollment represented by non Alabamians could be impacted negatively by recently enacted state legislation. Recruitment, student aid and retention efforts must be effected to minimize the potential loss of students (and revenues) due to new residency statutes and policies.

4. Program, policy and recruitment activities all should be dedicated to the increase of racial diversity among the student body. To be successful in recruitment and retention of minorities, the University must provide strong support systems, including financial assistance.

5. Non-classroom activities should receive special attention, providing opportunities for students to develop leadership traits and to mature socially, morally and culturally. The warmth and esprit de corps of the "Auburn Spirit" should be nurtured, particularly as the University grows in size and increasing numbers of students are housed in more isolated off-campus areas.

6. Students at the graduate level should be recruited and supported for programs identified as University priorities. Expansion at the graduate level should be restricted to areas where Auburn has a legitimate chance of gaining national prominence. Growth in graduate enrollment should be tied closely to expansion of the University's research program and the needs of the State.

Research and Outreach

*A*uburn, as a land-grant university, embraces the tripartite mission of instruction, research and extension. While primacy must be accorded the instruction function, and particularly at the undergraduate level, the University does bear significant responsibility for research and outreach activities. To that end, the following recommendations are presented:

1. The research function should be expanded, particularly in strong disciplines, those fields typically associated with Auburn's land-grant role, and in areas responsive to the needs of the people of Alabama.

2. There should be concerted effort to increase cooperative interdisciplinary and inter-institutional research initiatives that bring together resources capable of addressing major state or national problems. Consortia should be developed to increase competitiveness for external funding.

3. Research programming should be expanded in two distinct directions:

(a) In relationships with private enterprise and industries, increased attention should be directed to solution of practical problems through applied research.

(b) Without neglecting traditional areas of strength, research programs should be expanded selectively into other academic disciplines.

4. The University's research efforts must support instruction and outreach. Particularly, research programs should be the foundation for outreach activities, and provide opportunities for undergraduate and graduate students to gain experience by participation in research projects.

5. The future of University outreach should be considered very carefully, weighing the impact of forces emerging in this arena:

(a) Technological advances enabling rapid communication to any place at any time.

(b) Competitiveness caused by expansion in numbers and types of institutions involved in extension efforts.

(c) Expanded audiences brought about by life-long learners and professional renewal requirements.

(d) The changing character of state cooperative extension services, and other programs traditionally associated with land-grant universities.

(e) Potential for loss of federal funding for traditional extension activities.

6. While focus should remain on traditional, full-time, resident students, the needs of non-traditional students should be addressed by implementation of an assortment of new and innovative program delivery mechanisms, including greater reliance upon serving students at remote sites and on schedules and calendars convenient to the learner.

7. The cooperative extension service model should be expanded for delivery of assistance to local governments, businesses, industries and the citizens of the state, bringing expertise at Auburn to address problems in a wide range of disciplines, and as a basis for generating funding to support these activities.

8. University outreach should develop sound cost recovery systems, and tap contract and grant opportunities to generate revenues needed to support increasingly enlarged scope and type of programs delivered and audiences served. Program development should be limited to initiatives that can be effectively supported.

9. Faculty reward systems should be structured carefully to assure that there is proper balance among the incentives to recognize and compensate individuals for achievements in instruction, research, and outreach activities.

Other Areas

1. The University will remain committed to the goal of increased diversity among personnel throughout all programs, and particularly in areas where minority and female employees are under-represented. The University will develop and implement innovative and aggressive recruitment and retention efforts that will be subscribed to and carried out by all with employing and supervising responsibility. Further, these goals will be communicated throughout the institution, with the intent that they will become part of the culture of Auburn University.

2. Because Auburn University is comprised of two campuses – each separately accredited, with unique clientele, role mission and resources – considerable autonomy of operations is expected. However, there should be closer cooperative planning to capitalize on resources of each campus. This should include consideration of common calendars, joint and/or cooperative academic programs, a common core curriculum, and sharing of other resources.

3. Auburn University must continue to embrace an intercollegiate athletics program of national prominence, fiscally self-supportive and operating completely within University, Conference and NCAA rules, policies and processes.

4. There should be undertaken a thorough and comprehensive review of physical plant operations and costs to ascertain if increased efficiencies and savings can be realized. Such an analysis should include development of comprehensive benchmarking data from which valid assessment can be made of local operations.

5. Consideration of outsourcing some administrative, auxiliary and physical plant operations should weigh the potential for efficiencies and cost reduction against possible loss of control and traditional aspects of the University.

6. Methodical and thorough review and revision of the University's staff personnel policies must be accorded high priority. An updated personnel policies manual should be prepared.

7. Administrative processes throughout the University should undergo immediate scrutiny to identify methods of modernizing systems, increasing efficiency of operations and reducing bureaucratic processes. Change should be a function of feasibility, economic considerations, and potential for improving operations.

8. *Organizational structure should not be a barrier to increased efficiency and effectiveness of operations and program delivery. Recasting of functions through mergers or other regrouping alternatives should be considered as a basis for reducing cost and enhancing operations.*

9. *A campus facilities master plan should be completed at an early date. This plan should be economically pragmatic and should be predicated on the goal of achieving greater efficiencies in use of existing facilities, and in recognition of substantial unaddressed deferred maintenance of existing facilities.*

Mr. McWhorter then moved to other Committee Reports as follows:

Academic Affairs -- Chairperson Miller. Mr. Miller advised that the Academic Affairs Committee had met earlier, reported favorably on two items, and requested a motion to adopt a Unanimous Consent Agenda (Attachment 1 to the back of these minutes). Mr. Miller then made a motion to accept the Unanimous Consent agenda, seconded by Ms. McDaniel, and the following resolutions were unanimously adopted:

RESOLUTION

PROPOSED CHANGE IN THE VISION AND MISSION STATEMENTS

WHEREAS, it is essential that Auburn University have a statement that accurately reflects the vision and mission of the University; and,

WHEREAS, a revised statement of vision and a revised statement of mission have been reviewed and recommended by the President, the Provost, the Planning and Priorities Committee, the Provost's Council, and the University Senate; and

WHEREAS, the Planning and Priorities Committee was charged by the President to review these statements annually.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that Edward R. Richardson, Interim President, or such other person as may be serving as President, is hereby authorized to change the contents of the present Vision and Mission Statements as shown in the attachment.

RESOLUTION

PROPOSED NAME CHANGE FOR THE DEPARTMENT OF CHEMISTRY

WHEREAS, the Department of Chemistry offers the only undergraduate degree in biochemistry on campus; and

WHEREAS, the Department of Chemistry offers graduate degrees (Ph.D. and M.S.) in biochemistry; and

Auburn University

Vision Statement

Auburn University will emerge as one of the nation's preeminent comprehensive land-grant universities in the 21st century. Central to all its functions will be the University's historic commitment of service to all Alabamians as the State becomes a part of a global society with all of its challenges and opportunities. The University will be widely recognized for the quality of its undergraduate, graduate and professional educational programs, the effectiveness of its research and outreach programs and the broad access to the University provided through the innovative use of information technology. The University will ensure the quality of its programs through the careful focusing of its resources in areas of institutional strengths. One constant will remain unchanged at the University--that intangible quality Auburn men and women call the "Auburn Spirit."

Mission Statement

Auburn University's mission is defined by its land-grant traditions of service and access. The University will serve the citizens of the State through its instructional, research and outreach programs and prepare Alabamians to respond successfully to the challenges of a global economy. The University will provide traditional and non-traditional students broad access to the institution's educational resources. In the delivery of educational programs on campus and beyond, the University will draw heavily upon the new instructional and outreach technologies available in the emerging information age.

As a comprehensive university, Auburn University is committed to offering high-quality undergraduate, graduate, and professional education to its students. The University will give highest priority for resource allocation for the future development of those areas that represent the traditional strengths, quality, reputation, and uniqueness of the institution and that continue to effectively respond to the needs of students and other constituents. Consistent with this commitment, the University will emphasize a broad and superior undergraduate education that imparts the knowledge, skills, and values so essential to educated and responsible citizens. At the same time, the University will provide high-quality graduate and professional programs in areas of need and importance to the state and beyond. To accomplish these educational goals, Auburn University will continue to compete nationally to attract a faculty distinguished by its commitment to teaching and by its achievements in research, both pure and applied. The University will strive to attract a faculty that will bring distinction and stature to the undergraduate, graduate, and professional programs offered by the University.

~~The University will give highest priority for resource allocation to undergraduate education and for future development of those areas that represent the traditional strengths, quality, reputation, and uniqueness of the institution and that continue to effectively respond to the needs of students and other constituents. Consistent with this commitment, the University will emphasize high quality undergraduate education including a comprehensive general education that imparts the broad knowledge, skills, and values so essential to educated and responsible citizens, as well as specialized career preparation for students. In establishing the primacy of undergraduate education to the institutional mission, the University will assure the continued strength of its faculty with the realization that the quality of instruction is directly related to the quality of the University's faculty and the commitment of the faculty to excellence in undergraduate education. The University will provide graduate programs in areas of need and importance to the state and beyond. Graduate programs offer~~

~~students opportunities for specialized advanced education in their chosen field and are important components of the services the University provides.~~

Because research is essential to the mission of a land-grant university, Auburn University will continue development of its research programs. The primary focus of this research will be directed to the solution of problems and the development of knowledge and technology important to the state and nation and to the quality of life of Alabama citizens. The University's research programs will make important contributions to instructional programs through the involvement of graduate and undergraduate students and the renewal of the faculty. Research will also provide the knowledge base for outreach programs. In carrying out its research mission, the University will emphasize established areas of strength and will focus available resources in those areas of research and doctoral study that are, or have the potential to develop into nationally and internationally recognized centers of excellence.

Extension and outreach programs are fundamental to the land-grant mission because these programs directly affect the lives of all citizens in the state. The University will maintain the strengths of its traditional outreach programs and will increasingly involve the broader University in outreach programs that respond to the changing needs of the society in which we live. The University will continue to seek new and innovative ways to reach out to the people it serves.



3. Solicit bids for construction of the project when sufficient funds are available; and
4. Award a contract(s) for construction, conditional upon the lowest responsible and responsive bidder being within the approved project budget.

Executive Committee -- Chairperson Newton. Ms. Newton, indicating that earlier the Committee had met and considered a request to approve the Auburn University Strategic Plan made a motion to adopt. A second was received from Ms. Thompson, and the following resolution was adopted:

RESOLUTION

AUBURN UNIVERSITY STRATEGIC PLAN

WHEREAS, the Auburn University Board of Trustees supports comprehensive strategic planning as a sound management practice in guiding the institution toward achieving its mission; and

WHEREAS, the administration has engaged in an extensive strategic planning process that has involved the entire campus community and other key stake holders; and

WHEREAS, the process has also been enhanced by the work of Messina & Graham, who provided important information about the external environment in which any plan will operate as well as guidance in structuring the process of constructing a plan; and

WHEREAS, the Strategic Plan for the Auburn Montgomery campus that was approved by this Board in August 2007 has been integrated into a comprehensive institutional plan that covers both the Auburn and Montgomery campuses; and

WHEREAS, the draft plan has been approved by the President, who recommends that the Board approve as a final draft the key strategic elements as shown on Exhibit A, recognizing that the plan is a living document that will be reviewed annually.

NOW, THEREFORE, BE IT RESOLVED that the draft of key elements in the Strategic Plan, as shown on Exhibit A, is approved, and that Jay Gogue, President, or such other person as may be acting as President, be and the same is hereby authorized to do those things necessary and appropriate to implement said Plan, monitor progress towards its achievement and semi-annually report to the Board concerning progress as well as recommending any changes that are appropriate given changing circumstances.

Ms. Newton moved to the next item, Selection of a Board Member to the Alumni Lifetime Achievement Awards Committee and made a motion to nominate Gaines Lanier. A second was received from Mr. Franklin, and the Board unanimously agreed. She indicated that Mr. Lanier would serve a three-year term with Mr. Blackwell, both ending in 2010, at which time the Board would appoint two new members to serve on the Committee.

2013-2014
Proposed Board of Trustees Meeting Dates

Friday, September 13, 2013 (AU Hotel)

Friday, November 15, 2013 (AU Hotel)

Friday, February 7, 2014 (AUM Campus)

Friday, April 11, 2014 (AU Hotel)

Friday, June 27, 2014 (AU Hotel)

EXECUTIVE COMMITTEE

PROPOSED AWARDS AND NAMINGS

Time will be allocated for discussion of any awards and namings.