



AUBURN UNIVERSITY

OFFICE OF THE PRESIDENT

August 30, 2013

MEMORANDUM TO: Board of Trustees

SUBJECT: September 12-13, 2013 Meeting

Enclosed are materials that comprise the proposed agenda for the September 12-13, 2013 meeting of the Board of Trustees on the Auburn University Campus. Listed below is the tentative schedule; times and locations that are subject to adjustment, depending on length of individual meetings.

Thursday, September 12, 2013

(President's Office Board Room, 107 Samford Hall)

2:00 p.m. Workshop

Friday, September 13, 2013 (Ballroom B, AU Hotel)

9:30 a.m. Property and Facilities Committee

9:45 a.m. Finance Committee

10:15 a.m. Joint Committee Meeting/Academic Affairs and AUM

10:45 a.m. AUM Committee

11:00 a.m. Executive Committee

11:05 a.m. Regular Meeting of the Board of Trustees (Ballroom B, AU Hotel)
(Proposed Executive Session – Meeting Room A, AU Hotel)

11:00 a.m. Reconvene Regular Meeting of the Board of Trustees (Ballroom B)

12:00 noon Luncheon (Ballroom A, Right, AU Hotel)

We appreciate all that you do for Auburn University and look forward to seeing you on Thursday, September 12 and Friday, September 13, 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.)

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

www.auburn.edu

**DRAFT SCHEDULE & AGENDA
AUBURN UNIVERSITY BOARD OF TRUSTEES
THURSDAY AND FRIDAY, SEPTEMBER 12-13, 2013**

THURSDAY, SEPTEMBER 12, 2013

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

FRIDAY, SEPTEMBER 13, 2013

- I. Committee Meetings (Ballroom B, AU Hotel)
**Committee Meetings will begin at 9:30 a.m. - - all other meetings are subject to change in starting time, depending upon the length of individual meetings.
- A. Property and Facilities Committee/Chairperson Harbert/9:30 a.m.
1. [East Glenn Administrative Support Complex Renovation, Approval of Architect Selection, Project Program, Site, Budget, Funding Plan, and Schematic Design](#)
(Dan King)
 2. [Auburn Oaks at Toomer's Corner Redevelopment, Approval of Architect Selection](#)
(Dan King)
 3. [Dudley Hall Exterior Repairs](#) (For Information Only) (Dan King)
 4. Status Reports (Dan King)
 - A. [Current Status of New Construction, Renovation, and Infrastructure Projects with Budgets of \\$750,000 and Greater](#)
 - B. [Project Status Report](#)
- B. Finance Committee Meeting/Chairperson McCrary/9:45 a.m.
1. [Approval of the 2013-2014 Budget](#) (Don Large)
- C. Joint Committee Meeting/Academic Affairs and AUM/Chairpersons Huntley and Sahlie/10:15 a.m.
1. [Proposed Change in Medical Laboratory Science Option in Biology to a B.S. Degree in Medical Laboratory Science](#) (Joint Item) (John Veres/Joe King)
 2. [Proposed Graduate Certificate in Public Horticulture](#) (Tim Boosinger/Bill Batchelor)
 3. [Proposed Master of Science in Agricultural Leadership](#) (Tim Boosinger/Bill Batchelor/Betty Lou Whitford)

D. AUM Committee/Chairperson Sahlie/10:45 a.m.

1. [Auburn University at Montgomery Mission Statement](#) (John Veres/Joe King)
2. [Auburn University at Montgomery Strategic Plan, 2013-2018](#) (John Veres/Joe King)

E. Joint Committee Meeting/Compensation and Executive Committee/Chairpersons Pratt and Lanier/11:00 a.m.

1. [Presidential Assessment](#) (Jimmy Rane)
2. [Selection of a Board Member to the AU Foundation Investment Committee](#) (Jimmy Rane)
3. [Selection of Board Members to the Alumni Lifetime Achievement Awards Committee](#) (Jimmy Rane)
4. [Posthumous Awarding of the Bachelor of Science Degree in Business Administration to John William Picken](#) (John Veres/Joe King)

II. REGULAR MEETING OF THE BOARD OF TRUSTEES/11:05 A.M.

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

III. RECONVENED MEETING OF THE BOARD OF TRUSTEES/11:30 A.M. (Ballroom B, AU Hotel)

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

12:00 noon LUNCHEON – BALLROOM A, RIGHT (AU Hotel)

RESOLUTION

APPROVAL OF MINUTES

WHEREAS, copies of the minutes of the Reconvened Meeting on Friday, June 21, 2013, 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 June 21, 2013, meeting are hereby approved as distributed.

PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

EAST GLENN ADMINISTRATIVE SUPPORT COMPLEX RENOVATION

APPROVAL OF PROJECT PROGRAM, SITE, BUDGET, FUNDING PLAN,
AND SCHEMATIC DESIGN

WHEREAS, the Board of Trustees, at the meeting held on June 21, 2013, approved the initiation of a project to renovate the East Glenn Administrative Support Complex, authorized the selection of a project architect, and designated the renovation as an expedited project; and

WHEREAS, the Property and Facilities Committee, using its expedited project authority, approved the selection of Stacy Norman Architects, of Auburn, Alabama, as the project architect during its meeting of August 2, 2013; and

WHEREAS, this project will renovate 53,000 square-feet of the former Bruno's complex to create an administrative support complex; and

WHEREAS, this renovation will allow the University to relocate the University's Office of Alumni and Development Support Services and Human Resources Department from leased facilities; and

WHEREAS, the location for this Administrative Support Complex is on the corner of East Glenn Avenue and East University Drive; and

WHEREAS, the estimated total cost for the East Glenn Administrative Support Complex Renovation project is \$X.X million, to be funded by University general funds saved by the termination of existing lease agreements; and

WHEREAS, the schematic design of East Glenn Administrative Support Complex has been determined by the University Architect to be consistent with the "*Comprehensive Master Plan*," the "*Image and Character of Auburn University*," the facility program, and the project budget.

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

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



FACILITIES MANAGEMENT

MEMORANDUM

TO: JAY GOGUE, President

THROUGH: DONALD L. LARGE, Executive Vice President

FROM: DAN KING, Assistant Vice President for Facilities

SUBJECT: PROPERTY AND FACILITIES COMMITTEE

**EAST GLENN ADMINISTRATIVE SUPPORT COMPLEX RENOVATION:
APPROVAL OF PROJECT PROGRAM, SITE, BUDGET, FUNDING PLAN, AND
SCHEMATIC DESIGN**

DATE: AUGUST 23, 2013

This memorandum requests the following items be presented to the Board of Trustees through the Property and Facilities Committee and included on the agenda of the meeting scheduled for September 13, 2013.

Proposal:

It is proposed the East Glenn Administrative Support Complex Renovation (former Bruno's) project be presented to the Property and Facilities Committee for consideration of a resolution that approves the program requirements, budget, funding plan, site, and schematic design; and authorizes the President to direct the consultants to complete the required plans; solicit bids for construction; and award a contract for construction conditioned upon the lowest responsible and responsive bid being consistent with the project budget.

Review and Consultation:

During its meeting of June 21, 2013, the Board of Trustees approved a resolution that approved the initiation of the East Glenn Administrative Support Complex Renovation project and designated it as an expedited project.

Subsequent to the June 2013 Board meeting, an Architect Selection Committee was formed, and a Request for Proposals was published for architectural services. Nineteen firms submitted their qualifications, and five firms were interviewed by the Architect Selection Committee. The committee determined that Stacy Norman Architects, of Auburn, Alabama, was best qualified to provide architectural services on this project.

During the Property and Facility Committee meeting on August 2, 2013, the Committee, using its expedited project authority, approved the selection of Stacy Norman Architects as the architect of record for this project. In accordance with Board of Trustee policy, this expedited approval is reported to the full Board of Trustees by this memorandum.

The project team has also worked to complete the schematic design for the East Glenn Administrative Support Complex Renovation project. The East Glenn Administrative Support Complex will house the Office of Alumni and Development Support Services and the University

Human Resources Department. The proposed renovation will also create storage space to relocate RDB Library material to the Support Complex, allowing the Library to create more student study space.

The details of the project are provided below:

Program Requirements: This project will renovate 53,000 square-feet of the former Bruno's complex into an administrative facility and storage complex. This renovation will create office and cubicle space for administrative units, modify heating, air conditioning, electrical and lighting systems, renovate restrooms, modify exterior entrances, and create a storage area.

Budget: The estimated total project cost for the East Glenn Administrative Support Complex Renovation project is \$X.X million.

Funding Plan: This project will be constructed using University general funds saved by the termination of existing lease agreements.

Project Location: The location for the East Glenn Administrative Support Complex will be at the site of the former Bruno's supermarket at the corner of East Glenn Avenue and East University Drive.

If you concur, it is proposed that the facility program, budget, funding plan, site, and schematic design be presented to the Board of Trustees for consideration of an appropriate resolution for approval at the meeting scheduled for September 13, 2013.

Rationale for Recommendation:

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

PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

AUBURN OAKS AT TOOMER'S CORNER REDEVELOPMENT

APPROVAL OF PROJECT ARCHITECT SELECTION

WHEREAS, the Board of Trustees, at the meeting held on April 12, 2013, approved the initiation of a project to redevelop the Auburn Oaks at Toomer's Corner and authorized the selection of a project architect; and

WHEREAS, the Board of Trustees, at the meeting held on June 21, 2013, approved the selection of the firm jB+a Landscape Architecture of Atlanta, Georgia, as project architect; and

WHEREAS, the University Architect has been unable to successfully conclude fee negotiations with jB+a Landscape Architecture and recommends those negotiations be terminated; and

WHEREAS, the University Architect recommends that Auburn University enter into negotiations with the firm which was ranked second in the original Request for Proposal process, Holcombe Norton Partners of Birmingham, Alabama, and, if successful, to engage them to complete the Auburn Oaks at Toomer's Corner Redevelopment project design.

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

1. Engage Holcombe Norton Partners of Birmingham, Alabama, as project architect to consult and provide basic design services, and site planning; to compare alternative design concepts for consideration; to quantify and qualify project scope and cost alternatives.
2. Limit the project plan and plan development to the schematic design phase until such time as the program requirements, budget, funding plan, and site are approved by the Board.

TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Assistant Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
**AUBURN OAKS AT TOOMER'S CORNER REDEVELOPMENT:
APPROVAL OF PROJECT ARCHITECT SELECTION**
DATE: AUGUST 23, 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 September 13, 2013.

Proposal:

Consistent with standing policy, it is proposed that the Auburn Oaks at Toomer's Corner Redevelopment project be presented to the Board of Trustees through the Property and Facilities Committee for consideration of a resolution that authorizes a change to the project architect.

Review and Consultation:

During its meeting of April 12, 2013, the Board of Trustees approved a resolution that approved the initiation of the Auburn Oaks at Toomer's Corner Redevelopment project and authorized the commencement of the architect selection process. At its meeting on June 21, 2013, the Board of Trustees adopted a resolution to engage jB+a Landscape Architecture of Atlanta, Georgia, as the project architect.

Since that time, the University Architect has conducted negotiations with jB+a Landscape Architecture of Atlanta, Georgia based on the Alabama Building Commission fee schedule as stipulated in the original Request for Proposal. These negotiations have broken down, with jB+a Landscape Architecture being unwilling to agree to complete the Auburn Oaks at Toomer's Corner Redevelopment design work within the required fee structure.

As a result of this impasse, the University Architect requests authority from the Board of Trustees to enter into negotiations with the firm which was ranked second in the original Request for Proposal process, Holcombe Norton Partners of Birmingham, Alabama, and if successful, to engage them to complete the Auburn Oaks at Toomer's Corner Redevelopment project design.

Rationale for Recommendation:

Standing Auburn University policy required the selection of project architects to be approved by the Board of Trustees.



TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Assistant Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
DUDLEY HALL EXTERIOR REPAIRS (FOR INFORMATION ONLY)
DATE: AUGUST 23, 2013

This memorandum requests the following item be presented to the Board of Trustees, *for information only*, through the Property and Facilities Committee and included on the agenda of the meeting scheduled for September 13, 2013.

Proposal:

The Auburn University Facilities Management proposes to undertake a project to repair and replace the exterior brick façade on Dudley Hall.

Review and Consultation:

The exterior brick façade on Dudley Hall has been damaged over the years by differential movement between the building's concrete frame and the brick façade. This movement has caused the exterior brick façade to crack and in some areas, spall and fall off. A large number of cracks exist within the brick façade causing water infiltration problems, door and window damage, and most importantly, a safety issue. This project proposes to replace the brick façade with new, properly attached brick, as well as, in certain areas, a high energy efficiency glass window wall system to add natural light to the building. Insulation will also be installed behind the replaced brick façade to improve the energy performance of Dudley Hall. The proposed schedule for this project is to begin design work in late fall 2013 and complete the construction work in early 2015.

This project is estimated to cost approximately \$5 million and will be funded with existing University funds. Auburn University policy requires all new construction, alteration, and renovation projects costing over \$750,000 to be approved by the Board of Trustees. Although as a repair project, the proposed brick façade replacement does not require Board of Trustee approval, Facilities Management believes it is prudent to make the Board of Trustees aware of this project, since it will be a major repair project on campus, and the installation of a new glass curtain wall system will change the exterior appearance of the Dudley Hall.

If you concur, it is proposed that the Dudley Hall Exterior Repair project be presented to the Board of Trustees, for information only, at the meeting scheduled for September 13, 2013.

Rationale for Recommendation:

None. This project is presented to the Board of Trustees, *for information only*.



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

**CURRENT STATUS OF NEW CONSTRUCTION/RENOVATION/
INFRASTRUCTURE PROJECTS WITH BUDGETS OF \$750,000
AND GREATER**

(For Information Only)

DATE: AUGUST 14, 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 September 13, 2013.

Proposal:

Consistent with standing practice, it is proposed that the current status report of new construction/renovation/infrastructure projects with budgets greater than \$750,000 be submitted, *for information only*, to the Board of Trustees through the Property and Facilities Committee.

Review and Consultation:

The Board of Trustees at its meeting on June 4, 2001, requested that it receive a regular update on the status of new projects that are underway or planned which have project budgets of \$750,000 or more. The attached list includes projects at Auburn University and outlying units.

Rationale for Recommendation:

Consistent with the request of the Board of Trustees for a current status report of new construction/renovation/infrastructure projects with budgets greater than \$750,000, the attached listing is provided, *for information only*, to the Board through the Property and Facilities Committee for inclusion on the agenda of the meetings scheduled for September 13, 2013.

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	139,996,000	195,496,000	179,012,832	7,293,275	9,115,000 *
Construction	272,424,150	200,424,150	141,263,594	24,010,556	35,150,000
Design	10,966,320	11,366,320	2,641,924	2,360,657	6,363,739
Planning	15,307,620	15,307,620	1,555,557	352,063	13,400,000
Totals	438,694,090	422,594,090	324,473,907	34,016,551	64,028,739 *
Other Open Capital Projects	39,108,620	31,606,264	16,989,534	3,000,000	11,616,730
Grand Totals	477,802,710	454,200,354	341,463,441	37,016,551	75,645,469 *

* 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 one project that was completed under budget: (1) "Solon Dixon Forestry Education Ctr - New Conference Center" project under budget by \$74,893.

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

Project Name	Project Phase	Original Approved Budget Amount	(A)		AU Funding (includes gifts/grants)	AU Bond Funding	Federal/ State or Local Funding	(B)		Estimated Cash Flow Assuming Remainder of Budget for FY2014 & Forward	(C)		(A)-(B)-(C) Current Open Balance (Budget less Actuals and Encumbrances)
			Current Approved Budget Amount					Actual Spending to Date (across multiple years)	Estimated Cash Flow Assuming Remainder of Budget for FY2013		Current Encumbrances Against Project		
SUBSTANTIAL COMPLETION PHASE													
Solon Dixon Forestry Education Ctr - New Conference Center 11-062	Completed	1,650,000	1,650,000	1,650,000				1,575,107		0	0		74,893 *
Auburn-Opelika Robert G. Pitts Airport - Terminal Bldg 09-196	Substantial Completion	6,500,000	6,500,000			6,500,000		6,187,322	162,678	150,000	85,144		227,534
ORI Research Center - New Building 09-098	Substantial Completion	11,201,000	11,201,000			11,201,000		11,016,122	94,878	90,000	183,343		1,535
Information Technology Center 09-118	Substantial Completion	14,000,000	24,000,000		19,092,271	4,907,729		19,634,744	65,256	4,300,000	20,290		4,344,966
Transportation Technology Phase 2 04-111	Substantial Completion	49,500,000	52,545,000	18,107,515		34,437,485		50,723,775	1,821,225	0	22,827		1,798,398
Campus Pedestrian Improvements - Tiger Concourse - Ginn Plaza 08-116	Substantial Completion	2,500,000	2,500,000	548,000	1,952,000			2,430,680	69,320	0	23,166		46,154
Student Recreation (Kinesiology) - New Building 09-220	Substantial Completion	21,600,000	21,600,000		21,600,000			18,960,406	1,139,594	1,500,000	582,158		2,057,436
Biodiversity Learning Center (Previously named COSAM- Preserved Specimens Laboratory) 06-010	Substantial Completion	2,650,000	3,500,000		3,500,000			3,347,187	77,813	75,000	120,979		31,834
Student Recreation & Wellness Center Building (07-225)	Substantial Completion	72,000,000	72,000,000	5,000,000	67,000,000			65,137,489	3,862,511	3,000,000	4,516,283		2,346,228
Total Substantial Completion			195,496,000	25,305,515	113,144,271	57,046,214		179,012,832	7,293,275	9,115,000	5,554,190		10,928,978 *

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 Encum- brances Against Project	Current Open Balance (Budget less Actuals and Encum- brances)	
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	44,361,566	7,638,434	22,000,000		24,247,792		5,390,642
Facilities Buildings 6, 7 and Related Projects 07-054 & 10- 049	Construction	7,500,000	7,500,000	4,323,980		3,176,020	6,601,516	698,484	200,000		726,168		172,316
ARRA - Center for Advanced Science, Innovation, and Commerce (NIST) 09-218	Construction	29,834,150	29,834,150	1,307,075		28,527,075	24,297,288	4,536,862	1,000,000		5,027,742		509,120
South Donahue Residence Hall, Dinning, Biggio Parking Facility 10-217	Construction	61,500,000	75,200,000	6,600,000	68,600,000		59,466,513	7,733,487	8,000,000		12,422,700		3,310,787
Telfair Peet Theatre Building Addition 09-204	Construction	3,300,000	3,990,000	3,990,000			478,741	1,511,259	2,000,000		3,071,058		440,201
Biological Engineering Research Laboratory (BERL) 09-181	Construction	6,400,000	6,400,000	1,776,992		4,623,008	4,759,863	890,137	750,000		1,193,716		446,421
Olympic Sport Training & Support Facility Building - Renovations 11-131	Construction	3,500,000	3,500,000		3,500,000		1,298,107	1,001,893	1,200,000		394,713		1,807,180
Total Construction			200,424,150	41,998,047	112,100,000	46,326,103	141,263,594	24,010,556	35,150,000		47,083,889		12,076,667

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			
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			398,558	801,442	1,300,000	39,947	2,061,495
Blainsman Park - Team Support Facilities Renovations (12-073)	Design	1,200,000	1,200,000	1,200,000			88,275	511,725	600,000	914,069	197,656
Lowder Hall - East Courtyard, New Student Lounge (12-013)	Design	1,000,000	1,400,000	1,400,000			9,728	390,272	1,000,000	96,897	1,293,375
Installation of Hot Water Lines for the Athletic and Recreation Sector of Campus	Design	2,800,000	2,800,000	1,294,921	1,505,079		52,546	497,454	2,250,000	596,442	2,151,012
Hill Residence Halls - Building Renovations & Upgrades 10-155	Design (Partial budget only at this point)	800,000	800,000		800,000		665,236	59,764	75,000	6,000	128,764
Total Design			11,366,320	9,061,241	2,305,079	0	2,641,924	2,360,657	6,363,739	1,653,355	7,071,041

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												
Center for Equine Science and Equestrian Performance 13-155 (to replace 05-103)	Planning	9,000,000	9,000,000	4,500,000		4,500,000	233,951	66,049	8,700,000	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			599,480	8,140	2,200,000	1,241,985	966,155	
Central Classroom Facility - New Building 11-209	Planning (Partial budget only at this point)	3,500,000	3,500,000		3,500,000		722,126	277,874	2,500,000	343,498	2,434,376	
Total Planning			15,307,620	7,307,620	3,500,000	4,500,000	1,555,557	352,063	13,400,000	1,585,483	12,166,580	
Other Open Capital Projects	Various Stages		31,606,264	30,677,316	835,415	93,533	16,989,534	3,000,000	11,616,730	5,067,022	9,549,708	
GRAND TOTAL			454,200,354	114,349,739	231,884,765	107,965,850	341,463,441	37,016,551	75,645,469	60,943,939	51,792,974 *	

* 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 one project that was completed under budget: (1) "Solon Dixon Forestry Education Ctr - New Conference Center" project under budget by \$74,893.



TO: JAY GOGUE, President
THROUGH: DONALD L. LARGE, Executive Vice President
FROM: DAN KING, Assistant Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
PROJECT STATUS REPORT
DATE: AUGUST 9, 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 September 13, 2013.

Proposal:

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

Review and Consultation:

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

Rationale for Recommendation:

The desire to be responsive to inquiries regarding specific capital projects and the process from conception to completion has prompted the development of a Project Status Report. The current memo is provided, *for information only*, to the Board of Trustees through the Property and Facilities Committee for inclusion on the agenda of the meeting scheduled for September 13, 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
- Student Activities Center Renovation
- Auburn Oaks at Toomer's Corner Redevelopment
- East Glenn Administrative Support Complex Renovation

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

Approved April 2013
Approved June 2013
Approved June 2013

Schematic Design Approved:

- Pebble Hill Renovation & Addition
- Construct Lowder Hall Faculty and Staff Lounge

Approved November 2007
Approved April 2012

Projects in Construction Stage:

- 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
- Biological Engineering Research Laboratory
- Student Residence Hall at West Samford & Donahue
- AUM: Student Residence Hall
- Watson Field House Renovation
- Auburn Wellness Kitchen
- Renovation of Plainsman Park Locker Rooms
- Hot Water Lines for the Athletic/Recreation Sector

Approved November 2009
Approved September 2009
Approved February 2010
Approved June 2010
Approved June 2010
Approved November 2010
Approved February 2011
Approved April 2011
Approved April 2011
Approved November 2011
Approved April 2012
Approved June 2012

Projects in Closeout Stage or Complete:

- Department of Kinesiology Building

Approved September 2010

FINANCE COMMITTEE

RESOLUTION

2013-2014 BUDGET

BE IT RESOLVED by the Board of Trustees of Auburn University as follows:

Section 1. The operating budget for Auburn University covering current operating funds and auxiliary funds for the fiscal year beginning October 1, 2013, and ending September 30, 2014, as presented by the President and approved by the Finance Committee of the Board of Trustees, be, and the same is hereby approved.

Section 2. Nothing in said budget shall be accepted or construed to be legal obligations or liabilities against Auburn University. The amounts fixed in the components of the budget for the year 2013-2014 shall be understood to be the relative amounts to be paid or expended for those components in relationship to the funds and/or income of the University available for the support and maintenance of the University.

Section 3. The proposed expenditure amounts as set out in the budget are hereby approved and adopted and the President is authorized and empowered to enact such budget on October 1, 2013. The President is further authorized and empowered to effect routine adjustments to this budget as deemed necessary and appropriate.

Section 4. The Finance Committee of the Board of Trustees is requested and authorized to approve material adjustments in this budget as may be determined necessary and presented by the President.




AUBURN UNIVERSITY

OFFICE OF THE PRESIDENT

August 14, 2013

MEMORANDUM TO: President Jay Gogue

FROM: Donald L. Large, Jr. 

SUBJECT: Board of Trustees Agenda Item -

Proposed Fiscal Year 2013-2014 Budget for Trustee Consideration

Please find enclosed a copy of the proposed Budget for Auburn University, which includes all four divisions with breakdowns by colleges and departments as appropriate. Additional information is included regarding capital projects and proposed spending along with other summary information.

We will be prepared to review the proposed budget in detail if desired by the Finance Committee and will be requesting approval of the proposed budget for implementation effective October 1, 2013.

pah

Enclosure

c: Mr. Grant Davis

ACADEMIC AFFAIRS COMMITTEE
AND
AUBURN MONTGOMERY COMMITTEE

RESOLUTION

PROPOSED CHANGE IN MEDICAL LABORATORY SCIENCE OPTION IN BIOLOGY TO
A B.S. DEGREE IN MEDICAL LABORATORY SCIENCE

WHEREAS, Medical Laboratory Science is an important component of the health care profession and Auburn University at Montgomery currently has a self-sustaining program in Medical Laboratory Science as an option within its B.S. Degree in Biology, and

WHEREAS, AUM's program is accredited by National Accrediting Agency for Clinical Laboratory Science, the program has both on-campus and online courses, and graduates about 15 students per year, the program has a set schedule of approved courses that already exist, and existing clinical rotation sites in Alabama, Georgia, Mississippi and Florida, and the program has 100% success rate in placing graduates in jobs within 6 months following graduation, and

WHEREAS, a B.S. Degree in Medical Laboratory Science will make the program more visible and will potentially attract more students to AUM, and

WHEREAS, the curriculum for the option in Medical Laboratory Science is structurally different than that of a traditional biology major, therefore a separate degree program makes sense, and

WHEREAS, this program is not requesting additional budget support, space or faculty,

NOW THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees, that the proposed change in the Option in Medical Laboratory Science to a B.S. Degree in Medical Laboratory Science be approved and submitted to the Alabama Commission on Higher Education for review and approval.



AUBURN


MONTGOMERY

OFFICE OF THE CHANCELLOR

INTERNAL MEMORANDUM

12 August 2013

TO: Dr. Jay Gogue
President

From: John G. Veres III 

Subject: Proposed Board Agenda Item
Bachelor of Science in Medical Laboratory Science

Please consider including this proposal for inclusion on the agenda of the 13 September 2013 meeting of the Board of Trustees.

Proposal:

Our Medical Laboratory Science Program (MLS) is currently an option in Biology. We are requesting that this option be changed to a Bachelor of Science Degree in Medical Laboratory Science. The MLS program, formerly known as the Medical Technology Program, was established in 1979 and has full national accreditation by the National Accrediting Agency for Clinical Laboratory Science. The last site visit and self-study occurred in 2012 and the site visit team is recommending a full seven year re-accreditation for the program.

This program is delivered on campus and online and both have the same requirements for completion of Pre-Medical Laboratory Science courses. Once students successfully complete these courses, they gain full admission to the MLS program. The program has a set schedule of approved course offerings that already exists, and students may perform their clinical rotations in Alabama, Georgia, Mississippi and Florida.

This program is self-sustaining and graduates about 15 students per year. Since 1999, this program has enjoyed a 100% success rate in placing graduates in jobs within 6 months following graduation. This program is not requesting additional budget, space or faculty. This outstanding program is only seeking a move from option to degree status. This move will require a change in CIP code from 26.0101 (biology) to 51.1005 (Clinical Laboratory Science).

Review and Consultation:

This proposal has been reviewed and approved by the MLS Program Director and MLS faculty, the Chair of the Department of Biology, the Dean of the School of Sciences, AUM's Courses and Curriculum Committee and its Provost.

AUBURN UNIVERSITY AT MONTGOMERY

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

Dr. Jay Gogue
12 August 2012
In re: Medical Lab Science
Page 2

Rationale for Recommendation:

A degree in Medical Laboratory Science will make the program more visible and will potentially attract more students to Auburn Montgomery. The curriculum for the Medical Laboratory Science Program is structurally different than that of a traditional biology major, therefore a separate degree program makes sense. This change also provides a clear degree path for students in this profession.

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

Thank you for your kind attention.

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED GRADUATE CERTIFICATE IN PUBLIC HORTICULTURE

WHEREAS, the College of Agriculture wishes to provide an opportunity for focused training in the specialized field of public horticulture by establishing a graduate certificate program; and

WHEREAS, the offering of a Graduate Certificate in Public Horticulture would enable students and practicing professionals to enhance their credentials by completing advanced training in the cultivation of plants and landscapes for public use and enrichment; and

WHEREAS, the program would make use of course work already being taught within the existing Master of Science program in Horticulture and hence would not require additional resources, faculty, or space; and

WHEREAS, the proposal to create this graduate certificate program has been endorsed by the Dean of the College of Agriculture, the Graduate Council, the Provost, and the President.

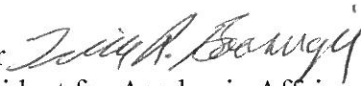
NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed Graduate Certificate in Public Horticulture be approved and forwarded to the Alabama Commission on Higher Education as an item of information.



AUBURN UNIVERSITY
OFFICE OF THE PRESIDENT

August 7, 2013

MEMORANDUM TO: Jay Gogue
President

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

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

I am writing to request that the following item be added to the Board of Trustees' agenda for the **September 13, 2013** meeting.

Proposal: It is recommended that the Board approve the proposed Graduate Certificate in Public Horticulture from the College of Agriculture.

Review and Consultation: The faculty in the College of Agriculture initiated this proposal to provide graduate-level coursework for students and professionals who desire additional skills and training in the field of Public Horticulture.

The 14-hour certificate program utilizes existing courses currently available through the Master of Science in Horticulture and would not require any additional resources, faculty, or space. The proposed certificate would serve as an additional means of professional credentialing, and would allow the college to market a desirable academic program to individuals who aspire to work in venues such as public gardens, arboreta, university extension services, hospitality industry (resorts), zoos, and community gardens. Potential career paths for students who complete the certificate include public garden administration, teaching, horticultural therapy, and garden design and event planning. The College anticipates a moderate annual enrollment in the certificate program.

Recommendation: The proposed Graduate Certificate in Public Horticulture would enable the College of Agriculture 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 summer 2013, 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.



July 31, 2013

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: Jeff Sibley *Jeff Sibley*
Head, Department of Horticulture

SUBJECT: Item for the Board of Trustees – Proposed Certificate in Public Horticulture

We are writing to request that the following item be added to the Board of Trustees' agenda for their **September 13, 2013** meeting.

Proposal: The College of Agriculture is proposing a Certificate in Public Horticulture.

Review and Consultation: The **Certificate in Public Horticulture** is being proposed as a means of providing opportunity for Horticulture students to develop skills in leadership, professionalism, problem-solving, and management within the discipline. The certificate, which addresses an area of increasing demand, is structured to allow both full-time students and working professionals the means to participate in the program. The proposal was reviewed by Auburn University's Graduate Council, and received its approval in Summer 2013.

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

Graduate Certificate Program

Certificate Title: Certificate in Public Horticulture

Offering Unit: Department of Horticulture, College of Agriculture

Credit Hours in Certificate: 14 c.h.

On-Campus Approval: Summer 2013

Board of Trustees Approval: September 2013 (projected)

ACHE Notification: Spring 2013 (projected)

Effective Term: Fall 2014

Program Outline:

Required Courses		Credits	Approval Term
HORT 6150	Advanced Retail Garden Center Management	(3 c.h.)	Current Status*
HORT 6240	Public Gardens Management	(3 c.h.)	Current Status**
HORT 6910	Horticulture Practicum	(3 c.h.)	Fall 2013
HORT 7050	Nutritional Requirements of Horticultural Crops	(3 c.h.)	Fall 2000
HORT 7840	Graduate Study / Travel in Horticulture	(1 c.h.)	Summer 2013
HORT 7920	Graduate Internship	(1 c.h.)	Fall 2012

* - Currently being taught as HORT 7970 (Special Topics in Horticulture), second year.

** - Currently being taught as HORT 7970 (Special Topics in Horticulture), third year.

Program-Specific Courses: Not applicable

Related Programs: None

Additional Information: Public Horticulture is defined as the art and science of cultivating plants in spaces for public use and enrichment. The Graduate Certificate in Public Horticulture will provide students with a broad understanding of what public horticulture is, and careers in the field (including, but not limited to: arboretum director, garden curator of collections, city horticulturalist, botanic gardens education director), as well as developing skill sets required for a successful career in Public Horticulture. Beyond providing the basic knowledge of the discipline, this certificate program is designed to provide students with opportunities to develop soft skills such as oral and written communication, problem solving / decision making, self- or time management, teamwork, professionalism, and leadership. As Alabama moves from a largely rural to a more urban society, the need for public horticulture professionals within the state is increasing. Few programs like this exist in the United States, increasing national and international public horticulture opportunities as well. Auburn University is poised to provide training for these potential Public Horticulture professionals through this certificate program.

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED MASTER OF SCIENCE IN AGRICULTURAL LEADERSHIP

WHEREAS, the College of Agriculture and the College of Education seek jointly to create a new graduate degree program leading to the Master of Science in Agricultural Leadership; and

WHEREAS, this proposed degree program would be the first graduate-level degree program in this field in the state of Alabama; and

WHEREAS, the program would provide students and practicing professionals a plan of study in preparation for advanced positions in agricultural agencies, producer groups, government agencies, and similar fields; and

WHEREAS, the program reconfigures course work already being taught and hence would not require additional resources, faculty, or space; and

WHEREAS, the proposal to create this graduate degree program has been endorsed by the Dean of the College of Agriculture, the Dean of the College of Education, 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 Science in Agricultural Leadership be approved and forwarded to the Alabama Commission on Higher Education for review and approval.



AUBURN UNIVERSITY
OFFICE OF THE PRESIDENT

August 7, 2013

MEMORANDUM TO: Jay Gogue
President

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

SUBJECT: Agenda Item for the Board of Trustees –
Proposed Masters of Science in Agricultural Leadership

I am writing to request that the following item be added to the Board of Trustees' agenda for the **September 13, 2012** meeting.

Proposal: The College of Agriculture and the College of Education are jointly proposing a new graduate degree program leading to the Masters of Science in Agricultural Leadership.


Review and Consultation: Faculty in the Colleges of Agriculture and Education initiated this proposal to provide a new multi-disciplinary degree program for students and professionals seeking graduate education in the field of agricultural leadership. The proposed degree program will be offered jointly by both colleges and will provide students with advanced skills and knowledge in the areas of education and agriculture, with an emphasis on agricultural teaching and learning, leadership, and communication.



The program targets individuals interested in conducting research and scholarly activities related to education in agricultural areas and developing professional skills necessary for leadership and teaching in the agricultural and environmental fields. Students enrolled in the program will complete 33 hours of required coursework offered by both colleges through existing degree options. If approved, the proposed Master's program would provide a competitive program of study for agricultural professionals and educators.


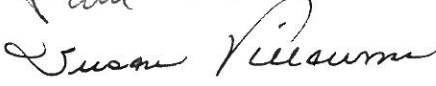
Recommendation: It is recommended that the Board approve the proposed joint Masters of Science in Agricultural Leadership. The proposed degree program was reviewed and approved by Auburn University's Graduate Council in summer 2013, and has been approved by the College of Agriculture, the College of Education, 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.

July 31, 2013

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

THROUGH: George Flowers 
Dean, Graduate School

THROUGH: William Batchelor 
Dean, College of Agriculture
Betty Lou Whitford 
Dean, College of Education

FROM: Paul Patterson 
Associate Dean, College of Agriculture
Susan Villaume 
Associate Dean, College of Education

SUBJECT: Item for the Board of Trustees – Proposed MS in Agricultural Leadership

We are writing to request that the following item be added to the Board of Trustees' agenda for their **September 13, 2013** meeting.

Proposal: The College of Agriculture and the College of Education are jointly proposing an MS in Agricultural Leadership.

Review and Consultation: The joint MS in Agricultural Leadership is being proposed as the first master's-level program in the discipline within the state of Alabama. The program will provide education for students and/or practicing professionals seeking advanced positions in agricultural agencies, producer groups, government agencies, and other such fields. The program was designed with distance students in mind, and nearly all of the coursework is available via distance education. The proposal was reviewed by Auburn University's Graduate Council, and received its approval in Summer 2013.

Recommendation: It is recommended that the jointly-proposed MS in Agricultural Leadership be approved, and forwarded to Auburn University's Board of Trustees for review and approval.

MS in Agricultural Leadership

Proposing Unit(s):

College of Agriculture

College of Education

Admission / Continuation Requirements:

- Bachelor's or higher degree from a regionally accredited college or university with a minimum overall GPA of 2.75; This GPA must be documented on the official transcript from the degree granting institution and must be the GPA that was used as the basis for granting the degree
- Complete and submit a Graduate School application.
- All official transcripts
- Three recommendations that address professional and academic qualifications and a Statement of Intent (300-500 words) indicating your professional interests and goals. It can include: current goals for your professional career, reason for selecting your major field of study, type of position(s) you expect to seek when you complete the program of study covered by this application, your philosophy of education, professional issues of most concern or interest to you at this time, and/or areas of research interests.
- Approval of the Department's Graduate Program Committee, Department Head, faculty members in the applicants area of specialization and the Dean of the Graduate School
- Student may enroll in any semester

Expected Program Outcomes:

Upon completing the Master of Science in Agricultural Leadership program, students will:

- Enhance their educational and agricultural knowledge base and communication skills;
- Develop and maintain their educational and technical competence of agriculture resources;
- Conduct research and scholarly activities focused on teaching and learning in agriculture content areas;
- Improve their cross-curriculum problem solving and critical thinking skills; and
- Serve in professional careers in agribusiness, education, and other organizations.

Program Requirements:

The program will be a non-thesis master of science degree, for which the students will select eighteen (18) credit hours from the courses in the College of Education, along with nine (9) credit hours in the College of Agriculture. An additional six (6) elective credit hours approved by the Advisor will be part of the total thirty-three (33) credit hours required for this program:

Core Courses — College of Education (Choose 18 credit hours - 6 courses)

Adult Education Courses

ADED 7050/7056 The Methods of Teaching in Adult Education (3 c.h.)

ADED 7600/7606 The Nature of Adult Education (3 c.h.)

ADED 7640/7646 Workforce Education (3 c.h.)

ADED 7010/7016 Practicum (3 c.h.)

Career and Technical Education Courses

CTCT 7780/7786 Research in Career and Technical Education (3 c.h.)

CTCT 701017016 Leading Career and Technical Organizations (3 c.h.)

CTCT 7910/7916 Practicum (3 c.h.)

Specialty Area — College of Agriculture Courses — (Soils, Crops, Turf, Pest, Others)

- 9 credit hours of Agriculture

- 2 elective courses approved by Advisor (6 credit hours)

Department — Agronomy and Soils (Soils, Crops, Turf Specialties)

AGRN 6010/6016 Analysis of Plant, Soil, and Animal Data (3 c.h.)

AGRN 6060/6066 Soil Microbiology (3 c.h.)
AGRN 6080/6086 Soil Resources & Conservation 4 credit hours
AGRN 6100/6106 Plant Genetics (3 c.h.)
AGRN 6160/6166 Advanced Turfgrass Management (3 c.h.)
AGRN 6300/6306 Soil Chemistry (4 c.h.)
AGRN 6400/6406 Bioenergy & the Environment (3 c.h.)
AGRN 6960/6966 Special Problems (Variable c.h.)
AGRN 6970/6976 Advanced Special Problems (Variable c.h.)
AGRN 7080/7086 Experimental Methods (3 c.h.)
AGRN 7950/7956 Seminar (1 c.h.)
AGRN 7990/7996 Research & Thesis (3 c.h.)
Department — Entomology and Plant Pathology
ENTM 6360/6366 Landscape Entomology (4 c.h.)
PLPA 6600/6606 Nematology (4 c.h.)
PLPA 6200/6206 Mycology (4 c.h.)
Department — Poultry and Food Science
FDSC 6150/6156 Food Laws & Regulations (3 c.h.)
FDSC 6200/6206 Developing, Implementing, and Auditing Food Safety
Programs (3 c.h.)

AUBURN MONTGOMERY COMMITTEE
AND
EXECUTIVE COMMITTEE

RESOLUTION

AUBURN UNIVERSITY AT MONTGOMERY
MISSION STATEMENT

WHEREAS, the Auburn University Board of Trustees supports strategic and long-range planning as an important management practice of Auburn University and its major divisions; and

WHEREAS, Auburn University at Montgomery has undertaken a comprehensive strategic planning process that included the input of many students, faculty, staff, alumni, and community leaders; and

WHEREAS, the process of strategic planning led to the revision of the mission statement; and

WHEREAS, the revised mission statement more succinctly describes the purpose of Auburn University at Montgomery in a manner that is in keeping with the University's constituents and applied focus; and


WHEREAS, the revised mission statement has been approved by the Chancellor of Auburn University at Montgomery and the President of Auburn University.

NOW, THEREFORE, BE IT RESOLVED that the revised mission statement of Auburn University at Montgomery is approved, and that Jay Gogue, President, or such other person as may be acting as President, is hereby authorized to do those things necessary and appropriate to implement said mission statement.



22 August 2013

To: Dr. Jay Gogue
President

From: John G. Veres III 

Subject: Proposed Board Agenda Item
AUM Mission

Please consider including this proposal on the agenda of the 13 September 2013, meeting of the Board of Trustees.

Proposal:

Though the comprehensive strategic planning process over the last many months, we asked the numerous AUM constituents involved in the process to review our current mission statement and provide feedback. We specifically asked those constituents to consider the clarity, ease of understanding, and message of the mission statement to AUM's various audiences. The outcome of that review drove the development of a new mission statement that more succinctly describes the purpose and driving force of Auburn Montgomery. Not wishing to lose any of the historical and descriptive information that appeared in the current mission statement, the committee created an identity statement that describes Auburn Montgomery. This allows us to use a more succinct mission statement that is in keeping with many of our constituents and our desire to have a more applied focus. We believe with adoption of the revised mission we will be able to more clearly communicate our message.

Review and Consultation:

We began the strategic planning process more than a year ago. Throughout the process, we have gathered input through focus group sessions, one-on-one discussions, online input, and open "town hall" style meetings. Through a goal to be as inclusive as possible, we specifically targeted faculty and staff with various levels of service with the university, faculty and staff leadership, students in different classifications and level of involvement with the university, administrators, alumni, and community leaders when gathering input. We asked individuals to provide input at multiple stages in the process. The revised mission statement is one outcome of this process. The Senior Staff recommends endorsement of this mission statement and submission for review and approval.

Rationale for Recommendation:

By-laws of the Board of Trustees identify approval of the missions of the University and its major divisions as a responsibility of the Board. Furthermore, the Board consistently has placed a focus on sound management practices including an emphasis on the importance of comprehensive and strategic long-range planning as a priority for Auburn University. Therefore, I am requesting that you ask the Board to consider a resolution that adopts the revised mission statement that Auburn University at Montgomery will use to guide the activities of the University. I am recommending for your consideration that the mission statement be submitted to the Board of Trustees through the Auburn Montgomery Committee and Executive Committee and placed on the agenda at the meeting scheduled for 13 September 2013.

Joe King, Katherine Jackson, and I are available to answer any questions you may have regarding the plan.

Thank you for your kind attention.

Auburn University at Montgomery

Core Values and Identity, Mission, & Vision Statements

Identity

Auburn University at Montgomery is a fully accredited comprehensive, public university with a diverse student population that includes a blend of traditional and non-traditional learners awarded degrees in a variety of disciplines from its programs. Created by an act of the Alabama legislature signed into law by its governor in 1967, Auburn Montgomery operates under the authority of the Auburn University Board of Trustees and guidance of the Auburn University President. Our personalized and caring learning environment offers academically strong undergraduate and graduate programs designed and taught by faculty who are active researchers in their fields and who play a vital role in each student's success. We stand apart from our peers as an institution with an applied emphasis, having a history of producing leaders prepared to make a positive impact in their chosen fields. As a critical partner in our community, we provide expertise that enhances economic development and the quality of life for individuals in the region and beyond. These partnerships strengthen not only our community, but our students and faculty as well.

Mission

The mission of Auburn University at Montgomery is to provide quality and diverse educational opportunities at the undergraduate and graduate levels through the use of traditional and electronic delivery systems, and to foster and support an environment conducive to teaching, research, scholarship, and collaboration with government agencies, our community, and other educational institutions.

Core Values

Auburn University at Montgomery values and promotes:

- a Student-Centered Experience,
- Citizenship & Community Engagement,
- Excellence as Our Standard, .
- Commitment to Constant Improvement,
- Diversity of People & Perspective with a Culture of Inclusiveness,
- Lifelong Learning, and an
- Environment of Collaboration

Vision 2018

Auburn University at Montgomery will become a university that...

- Is known for its commitment to developing dynamic and applied academic and research programs.
- Is a student's first choice in a variety of programs of distinction.
- Embraces and builds an international presence at home and abroad and is increasingly known for its ability to prepare students to thrive in a global community.
- Graduates students who become engaged alumni with a life-long interest in and personal connection to AUM.
- Is recognized as an integral community partner and a resource for the enrichment and economic development of the Southeast region and beyond.

AUBURN MONTGOMERY COMMITTEE
AND
EXECUTIVE COMMITTEE

RESOLUTION

AUBURN UNIVERSITY AT MONTGOMERY
2013 - 2018 STRATEGIC PLAN

WHEREAS, the Auburn University Board of Trustees supports strategic and long-range planning as an important management practice of Auburn University and its major divisions; and

WHEREAS, Auburn University at Montgomery has undertaken a comprehensive strategic planning process that included the input of many students, faculty, staff, alumni, and community leaders; and

WHEREAS, the process of strategic planning led to the development of an identity statement, revision of the mission statement, and development of a new vision and set of core values; and

WHEREAS, the Auburn University at Montgomery plan directly ties, in many sections, to the Auburn University 2013-2018 plan; and

WHEREAS, the Auburn University at Montgomery 2013-2018 Strategic Plan provides an opportunity for the University to enhance and grow its academic offerings, reputation, and connection with the community; and

WHEREAS, the draft plan has been approved by the Chancellor of Auburn University at Montgomery and the President of Auburn University, who recommend 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 2013-18 Strategic Plan, with identified draft strategies, as shown on Exhibit A, is approved, and that Jay Gogue, President, or such other person as may be acting as President, is hereby authorized to do those things necessary and appropriate to implement said Plan and monitor progress towards its achievement.

Auburn University at Montgomery

Strategic Plan

September 2013 – August 2018

I. Enhance academic quality and program development reinforced by scholarship

A. Develop and sustain nationally recognized academic programs

Strategies:

☐ Evaluate and adjust the University academic structure to optimize efficacy *

- ☐ Provide necessary resources to support and foster excellence in academic units
- ☐ Develop academic and research/scholarly programs of distinction for the University
- ☐ Increase the enrollment and enhance the experience of Honors Program students
- ☐ Develop and sustain graduate programs commensurate with highly qualified research faculty

B. Enhance globalization of AUM

Strategies:

☐ Review and modify the University's structure for assimilating international students into the University culture and environment and providing support services to them and add new services as deficiencies are identified *

- ☐ Increase recruitment strategies for international students
- ☐ Grow existing and develop new student and faculty study and research abroad programs

C. Strengthen and increase efficiency of Library services to support and expand the teaching, research, and outreach activities of the University

Strategies:

☐ Evaluate and enhance the organization, staffing, and services of the Library *

- ☐ Further develop and expand the Library collections in high-demand areas
- ☐ Better utilize Library space and enhance technology and support staff training to meet the needs of the University and community

D. Broadly engage students in service learning

Strategies:

- ☐ Centralize the collection and dissemination of information about University service learning activities and student participation
- ☐ Increase the number of service learning opportunities for domestic and international students
- ☐ Support the development of international service learning opportunities

E. Expand and enhance the capabilities for alternative delivery of courses and programs

Strategies:

☐ Develop an Online Learning Initiative with a completely self-supporting financial model*

*Priority Strategy – Implementation targeted to be complete in 2013-14

- ▣ Maintain technology infrastructure, learning resources, and student services necessary to support distance learning courses
- ▣ Increase online instructional support and design

II. Grow faculty research and scholarly activities and increase support of intellectual property management and research commercialization

Strategies:

- ▣ **Assess the University-wide research infrastructure available and target for improvement those areas identified as needing additional financial and other resources***
- ▣ Initiate a faculty research development program, including a summer program, designed to increase faculty involvement in funded research
- ▣ Build relationships and link University expertise to the community to solve industry problems, engage in outreach and entrepreneurial opportunities, stimulate the growth of research and technology development, develop intellectual property, and to foster innovation, commercialization, and economic competitiveness
- ▣ Establish a reward and accountability system to establish expectations for schools and departments for an increased number of master's degree completers and recognize and promote faculty for outstanding publications, presentations, and grants
- ▣ Establish additional endowed professorships
- ▣ Grow research efforts through the recruitment of faculty who are more research-focused

III. Increase student recruitment and retention

A. Increase enrollment to 6,500 students by 2018 through a comprehensive approach to recruitment and retention involving all stakeholders

Strategies:

- ▣ **Create curriculum maps for each department to provide clear guidance to students and faculty regarding the degree requirements in each program***
- ▣ Develop new and expand existing outreach and educational programs focused on effectively enhancing AUM interaction with high school students
- ▣ Develop a program to strategically engage alumni in targeted recruitment efforts
- ▣ Develop new and expand existing formal (e.g., 2+2) programs and agreements with local community colleges to recruit students

B. Increase student persistence and graduation rates

Strategies:

- ▣ **Develop a Student Success Center***
- ▣ Expand and continuously improve course content in University success courses
- ▣ Track student performance and counsel at-risk students
- ▣ Identify the sources of the academic difficulties of at-risk students and the support mechanisms that would increase the likelihood for their success
- ▣ Enhance and provide additional student support for remedial math, freshman math, English composition, and other courses that create academic difficulty for a disproportionate number of

*Priority Strategy – Implementation targeted to be complete in 2013-14

freshmen and sophomore level students

☐ Increase student awareness of the Learning Center and tutoring services available*

- ☐ Identify student needs for access to on-campus facilities, such as computer labs, study areas, and campus dining, and establish hours of operation to meet student demand
- ☐ Provide advisors and students with electronic tools necessary to generate automated advising reports and status of the progress toward degree
- ☐ Expand the Learning Comes First program to other parts of the campus community

C. Develop strategies to build connections between faculty and students and create a comprehensive faculty mentoring and advising system for students to enhance the quality of the learning environment

Strategies:

☐ Evaluate and restructure the advising system and ensure those serving as advisors are equipped to provide the best guidance in students' pursuit of their academic and career goals*

- ☐ Adopt a University-wide policy on faculty-student mentoring and an appropriate evaluation system that fosters a culture of faculty-student interaction
- ☐ Provide professional development for advisors and counselors
- ☐ Develop tools to measure quality and effectiveness of the advising program
- ☐ Implement a mandatory faculty early alert mechanism for reporting student absences and at-risk behaviors and early assessment of progress

IV. Create a culture of collaboration

A. Create greater internal collaboration

Strategies:

- ☐ Conduct regular informational and discussion sessions on campus, the purpose of which is to gain information about and discuss research interests, potential projects, community needs, and other facts of interest
- ☐ Develop opportunities for cross-unit and interdisciplinary consulting, research, and teaching for faculty and staff and internships, research, and job shadowing/site observations for students

☐ Develop a mechanism to spotlight faculty and professional staff background, research interests, and current courses, projects, etc. to allow individuals to learn more about each other and potential opportunities for collaboration*

- ☐ Create a program that identifies opportunities to get involved in new projects or initiatives, campus activities, research, and events

B. Enhance AUM's engagement with Auburn University and other universities

Strategies:

- ☐ Increase the number of academic and non-academic collaborations
- ☐ Identify, propose, develop, and implement one signature collaborative program
- ☐ Expand existing and create new collaborative programming with Air University

*Priority Strategy – Implementation targeted to be complete in 2013-14

- ☐ Establish a consortium between Auburn University and Auburn University at Montgomery to leverage online course offerings and to enable students at both institutions to earn credit and complete their degrees more quickly

C. Increase and enhance AUM's engagement with K-12 Schools

Strategies:

☐ **Enhance the awareness of all collaborations, initiatives, activities, and assistance conducted with or provided to other K-12 institutions***

- ☐ Develop a program to provide annually all public and private elementary school children (in a specific grade) in Montgomery with an AUM item (e.g., backpack, pencils, school supplies) to develop an awareness and attachment to AUM

☐ **Develop a needs assessment of five area K-12 schools to identify potential projects, programs, partnerships, etc. and implement three projects, programs, or other partnership activities, each with a different school***

- ☐ Develop a proposal for one signature project with a River Region School and present it to the school system for possible implementation
- ☐ Create a summer research program for high school students to work with faculty
- ☐ Develop programs, in consultation with school teachers and administrators, designed to educate parents about college preparedness; assist them with helping their students choose a college and program, apply for financial aid, and choose a major; and identify the support programs available
- ☐ Actively pursue and build K-12 connections with international and cultural programming

D. Develop new and enhance existing relationships with businesses, governmental agencies, and other constituents in the community

Strategies:

- ☐ Enhance recognition as a leader of commerce and economic analysis and information
- ☐ Improve faculty and student engagement with businesses, governmental agencies, and other constituents in the community
- ☐ Conduct a feasibility study and proposal for developing a conference center on campus
- ☐ Conduct a feasibility study and proposal for creating a new business incubator on campus
- ☐ Grow the military appreciation activity and discuss potential activities that could become signature programs with Maxwell/Gunter

V. Foster an inclusive atmosphere that is supportive of students, faculty, and staff

A. Create an environment of positive interaction and service for students, faculty, and staff

Strategies:

☐ **Develop an Office of Orientation and Transition***

- ☐ Enhance events and services to encourage greater relationships between faculty, staff, students, and the community

☐ **Create a strong orientation, assimilation, and welcome program for new and returning students***

- ☐ Establish a Transfer Student Association

☐ **Develop a Parent/Family Association***

*Priority Strategy – Implementation targeted to be complete in 2013-14

- ☐ Create a learning community atmosphere with open sharing and exchange of scholarly ideas and collaboration

B. Create opportunities that allow students, faculty, and staff to gain an awareness and appreciation of diversity in a global environment

Strategies:

☐ **Enhance the integration of international students into the AUM student body***

- ☐ Create programming with an emphasis on diversity for all new faculty and staff
- ☐ Develop strategies that strengthen interactions between domestic and international students
- ☐ Develop programming to enhance understanding and promote the awareness of the culture and philosophy of the people of other nations
- ☐ Identify universities that model a true diverse, multicultural environment and adopt best practices and study lessons learned

C. Recruit and retain diverse faculty whose collective talents will enhance the quality of teaching and contribute to scholarly productivity

Strategies:

☐ **Identify additional strategies to increase the likelihood of broad diversity of prospective applicant pools for various faculty positions***

- ☐ Aggressively recruit faculty with talent and experience as successful researchers and educators

☐ **Evaluate and strengthen faculty orientation and mentoring programs***

D. Develop specific initiatives to recruit and retain a professional staff

Strategies:

- ☐ Enhance staff recruitment strategies to attract, recruit, and retain a diverse staff of highly qualified individuals
- ☐ Establish recognition and reward programs for exemplary employee performance that can be applied campus-wide

E. Evaluate, develop, upgrade, and maintain campus facilities guided by a campus Master Plan

Strategies:

- ☐ Develop a plan for construction of a new academic building
- ☐ Update the campus Master Plan

☐ **Evaluate opportunities to enhance campus safety and develop a culture of heightened awareness and emergency preparedness***

- ☐ Enhance the appearance of the campus
- ☐ Improve the technology infrastructure to create an environment conducive to learning, research, and scholarship

☐ **Utilize technology to enhance security and increase campus community awareness of safety and security***

- ☐ Evaluate the current status of campus facilities and provide an annual State of the Campus report

*Priority Strategy – Implementation targeted to be complete in 2013-14

*Priority Strategy – Implementation targeted to be complete in 2013-14

☐ Explore opportunities to implement housing for affinity groups*

- ☐ Evaluate classroom effectiveness and redesign/upgrade classrooms with enhanced instructional technology capabilities, improved structure, and furniture and equipment that enhance the learning environment

F. Develop a rich AUM tradition that promotes a life-long student interest in, and personal connection to, AUM

Strategies:

- ☐ Develop the History and Traditions Council charged with bringing history, traditions, and spirit to AUM and the community
- ☐ Develop and cultivate a culture of participation in campus activities
- ☐ Create new traditions at AUM

VI. Strengthen and promote the University's distinctive identity

A. Market internally to solidify and promote a common identity

Strategies:

- ☐ **Develop internal marketing strategies to address and extend the intended positioning inherent in AUM's new vision, core values, and mission and identity statements***

- ☐ **Increase internal promotion and strongly emphasize student, faculty, alumni, and staff achievements that reflect successes related to AUM's core values***

- ☐ Emphasize and promote AUM's strength as a broadly diverse university (e.g., faculty, teaching skills, student population, student demographics, cultural experiences)
- ☐ Develop and implement a long-term, integrated Strategic Communications Plan for the campus
- ☐ Utilize social media and other new media platforms to improve and expand opportunities for communicating internal news and information of importance to faculty, staff, students, and alumni
- ☐ Improve content management system tools, templates, and training to allow for more independent and proactive website content management campus-wide
- ☐ Implement highly visible, effective mechanisms for increased communication with students

B. Market externally to promote AUM's general image and strengthen its reputation, making the University more attractive to prospective students, faculty, and staff

Strategies:

- ☐ **Collect and review data to assess AUM's position, name recognition, and reputation and to determine the message that should be projected***

- ☐ **Conduct a comprehensive, in-depth marketing research study that polls members of the general public, as well as prospective students, students admitted but not enrolled, and AUM students, employees, and alumni***

- ☐ Develop specific communication messages and pieces that positively differentiate AUM from peers and competitors, showcasing our accomplishments and features of significance
- ☐ Target external communications to address any weaknesses or misinterpretations of the AUM image
- ☐ Broaden AUM's social media impact
- ☐ Create and broadly distribute an annual report
- ☐ Develop a distance education branding strategy and marketing effort that aligns with the University's overall branding initiative

- ▣ Expand targeted marketing and recruitment efforts for various audiences, including prospective students abroad

VII. Enhance relationships with alumni

Strategies:

- ▣ Expand alumni services and programming
- ▣ Expand alumni communications
- ▣ Develop Student Alumni Association
- ▣ Establish international alumni clubs in strategically targeted areas
- ▣ Establish and engage international alumni relationships

VIII. Increase funds from alternative revenue streams through sponsored programs, private giving, and outreach to ensure long-term viability of the University

A. Develop grant and other proposals including collaborative efforts with other universities, businesses, and organizations

Strategies:

- ▣ Target state agencies and departments as potential partners for grant collaboration
- ▣ Attract funded projects from private businesses or organizations through marketing of AUM faculty and other experts
- ▣ Establish a grant writing center at AUM

B. Increase revenue-generating consulting and training projects with the business, government, and K-12 community

Strategies:

- ▣ **Assess the training and consulting needs of area businesses and governmental agencies through a needs assessment***
- ▣ Conduct innovative training to meet the needs of businesses and governmental agencies in the area
- ▣ Provide consulting services to area businesses and governmental agencies to meet their needs

C. Increase private gifts and the AUM endowment

Strategies:

- ▣ Increase endowment revenue
- ▣ Increase annual fund revenue

*Priority Strategy – Implementation targeted to be complete in 2013-14

Auburn University at Montgomery
Strategic Plan
September 2013 – August 2018
Year One Plan Priorities
(September 2013 – August 2014)

Targeted Priority for
2013-14
Completion

Targeted to Begin but not
Complete in Year One

Estimated New Money
Needed for Year One

Estimated Remaining Money
Needed Year One

I. Enhance academic quality and program development reinforced by scholarship

A.	Develop & sustain national recognized academic programs	Joe				
	Evaluate and adjust the University academic structure to optimize efficacy.		X		\$150,000	\$0
	Provide necessary resources to support and foster excellence in academic units.			X	\$0	\$0
	Develop academic and research/scholarly programs of distinction for the University.			X	\$0	\$0
	Increase the enrollment and enhance the experience of Honors Program students.			X	\$0	\$0
	Develop and sustain graduate programs commensurate with highly qualified research faculty.			X	\$50,000	\$100,000
B.	Enhance globalization of AUM	Joe				
	Review and modify the University's structure for assimilating international students into the University culture and environment and providing support services to them and adding new services as deficiencies are identified.		X		\$0	\$0
	Increase recruitment strategies for international students.			X	\$0	\$0
	Grow existing and develop new student and faculty study and research abroad programs.			X	\$0	\$50,000
C.	Strengthen and increase efficiency of Library services to support and expand the teaching, research, and outreach activities of the University	Joe				
	Evaluate development and enhancement plans to improve and increase efficiency and organization of the staffing and services of the Library.		X		\$0	\$0
	Further develop and expand the Library collections in high demand areas.			X	\$0	\$0
	Better utilize Library space, enhance technology and support staff training to meet the needs of University and community.			X	\$0	\$0
D.	Broadly engage students in service learning	Jan				
	Centralize the collection and dissemination of information about University service-learning activities and student participation.			X	\$12,000	\$0
	Increase the number of service learning opportunities for domestic and international students.			X	\$0	\$0
	Support the development of international service learning opportunities.			X	\$0	\$0
E.	Expand and enhance the capabilities for alternative delivery of courses and programs	Joe				
	Develop an Online Learning Initiative with a completely self-supporting financial model.		X		\$0	\$0
	Maintain technology infrastructure, learning resources, and student services necessary to support distance learning courses.			X	\$0	\$0
	Increase online instructional support and instructional design.			X	\$0	\$0

II. Grow faculty research and scholarly activities and increase support of intellectual property management and research commercialization. (Joe)

	Assess the university-wide research infrastructure available and target for improvement those areas identified as needing additional financial and other resources.		X		\$20,000	\$0
	Initiate a faculty research development program, including a summer research program, designed to increase the percentage of faculty involved in funded research			X	\$0	\$0
	Link university expertise to industry problem solving and engage in outreach and entrepreneurial opportunities to stimulate the growth of research and technology development and to foster innovation, commercialization, and economic competitiveness and to develop intellectual property and build strong relationships with companies.				-	-
	Establish a reward and accountability system for all schools, departments, and faculty members that recognizes and promotes faculty for outstanding publications, presentations, and grants and establishes expectations for schools and departments for the increased number of master's degree completers.				-	-
	Establish additional endowed professorships.			X	\$0	\$0
	Grow research efforts through the recruitment of faculty who are more research-focused.			X	\$0	\$0

III. Increase student recruitment and retention

A.	Increase enrollment to 6,500 students by 2018 through a comprehensive approach to recruitment and retention involving all stakeholders.	Joe				
	Create curriculum maps for each department to provide clear guidance to students and faculty regarding what is required to earn a degree in each program.		X		\$0	\$0
	Develop new and expand existing outreach and educational programs focused on effectively enhancing AUM interaction with high school students.			X	\$20,000	\$0
	Develop a program to strategically engage alumni in targeted recruitment efforts.			X	\$0	\$0
	Develop new and expand existing formal (e.g., 2+2) programs and agreements with local community colleges to recruit students.			X	\$0	\$0
B.	Increase student persistence and graduation rates	Joe & Jan				
	Develop a Student Success Center.		X		\$0	\$0
	Expand and continuously improve course content in University success courses.			X	\$0	\$0
	Track student performance and counsel at-risk students.			X	\$0	\$0
	Identify the sources of the academic difficulties of at-risk students in general and the support mechanisms that would increase the likelihood for their success.			X	\$5,000	\$0
	Enhance and provide additional student support for remedial math, freshman math, English composition, and other courses that create academic difficulty for a disproportionate number of freshmen and sophomore level students.				-	-
	Increase student awareness of the Learning Center and tutoring services available.		X		\$0	\$0
	Identify student needs for access to on-campus facilities, such as computer labs, study areas and campus dining, and establish hours of operation that match student demand with availability.			X	\$0	\$0
	Provide advisors and students with electronic tools necessary to generate automated advising reports and progress toward degree.				-	-

	Expand Learning Comes First program to other parts of the campus community.			X	\$0	\$0
C.	Develop strategies to build connections between faculty and students and create a comprehensive faculty mentoring and advising system for students to enhance the quality of the learning environment.	Joe				
	Evaluate and restructure the advising system and ensure those serving as advisors are equipped to provide the best guidance in students' pursuit of their academic and career goals.		X		\$0	\$0
	Adopt a university-wide policy on faculty-student mentoring and an appropriate evaluation system that fosters a culture of faculty-student interaction.			X	\$0	\$0
	Provide professional development for advisors and counselors.			X	\$12,000	\$0
	Develop tools to measure quality and effectiveness of the advising program.			X	\$0	\$0
	Implement a mandatory faculty early alert mechanism for reporting student absences and at-risk behaviors and early assessment of progress.			X	\$0	\$0

IV. Create a culture of collaboration

A.	Create greater internal collaboration	Katherine				
	Conduct regular informational and discussion sessions on campus, the purpose of which is to gain information about and discuss research interests, potential projects, community needs, and other facts of interest.			X	\$0	\$0
	Develop opportunities for cross unit and interdisciplinary consulting, research, and teaching for faculty and staff and internships, research, and job shadowing/site observations for students.			X	\$0	\$0
	Develop a mechanism to spotlight faculty and professional staff background, research interests, and current courses, projects, etc. to allow individuals to learn more about each other and potential opportunities for collaboration.		X		\$0	\$0
	Create a program that identifies opportunities to get involved in new projects or initiatives, campus activities, research, and events.			X	\$3,000	\$0
B.	Enhance AUM's engagement with Auburn University and other Universities	Joe				
	Increase the number of academic and non-academic collaborations.			X	\$0	\$0
	Identify, propose, develop, and implement one signature collaborative program.			X	\$0	\$0
	Expand existing and create new collaborative programming with Air University.				-	-
	Establish a consortium between Auburn University and Auburn University at Montgomery to leverage online course offerings and to enable students at both institutions to earn credit and complete their degrees more quickly.			X	\$0	\$0
C.	Increase and enhance AUM's engagement with K-12 Schools	Katherine				
	Enhance the awareness of all collaborations, initiatives, activities, and assistance conducted with or provided to other K-12 institutions.		X		\$3,000	\$0
	Develop a needs assessment of five area K-12 schools to identify potential projects, programs, partnerships, etc. and implement three projects, programs, or other partnership activities, each with a different school.		X		\$0	\$0
	Develop a program to provide annually all public and private elementary school children (in a specific grade) in Montgomery with an AUM item (e.g., backpack, pencils, school supplies) to develop an awareness and attachment to AUM.				-	-
	Develop a proposal for one signature project with a River Region School and present it to the school system for possible implementation.			X	\$0	\$0
	Create a summer research program for high school students to work with faculty.			X	\$10,000	
	Develop programs, in consultation with school teachers and administrators about specific needs, designed to educate parents about college preparedness; assist them with helping their students choose a college and program, apply for financial aid, choose a major; and identify the support programs available.			X	\$0	\$0
	Actively pursue and build K-12 connections with international and cultural programming.			X	\$0	\$0
D.	Develop new and enhance existing relationships with businesses, governmental agencies, and other constituents in the community at large	Katherine				
	Enhance recognition as a leader of commerce and economic analysis and information.			X	\$0	\$0
	Improve faculty and student engagement with businesses, governmental agencies, and other constituents in the community at large.			X	\$0	\$0

	Conduct a feasibility study and proposal for developing a conference center on campus.				-	-
	Conduct a feasibility study and proposal for creating a new business incubator on campus (e.g., small 'retail center' on campus).				-	-
	Grow the Military Appreciation Activity and discuss potential activities that could become signature programs on the AUM campus with Maxwell/Gunter.			X	\$2,000	\$0

V. Foster an inclusive atmosphere that is supportive of students, faculty, and staff

A.	Create an environment of positive interaction and service for students, faculty, and staff	Jan				
	Enhance events and services to encourage greater relationships between faculty, staff, students, and the community.			X	\$0	\$0
	Develop an Office of Orientation and Transition.		X		\$0	\$0
	Create a strong orientation, assimilation, and welcome program for campus that pervades new students' first several weeks to help adjust them to campus life and start them off on the best footing.		X		\$0	\$0
	Establish a Transfer Student Association.			X	\$0	\$0
	Develop a Parent/Family Association that provides a connection to the University for the families of our students.		X		\$0	\$0
	Create a campus atmosphere as a broad learning community with open sharing and exchange of scholarly ideas and collaborations.			X	\$0	\$0
B.	Create opportunities that allow students, faculty, and staff to gain an awareness and appreciation of diversity in a global environment.	Jan				
	Enhance the integration of international students among the AUM student body.		X		\$7,000	\$0
	Create programming with an emphasis on diversity for all new faculty and staff.			X	\$0	\$0
	Develop strategies that strengthen interactions between domestic and international students.			X	\$0	\$0
	Develop programming to enhance understanding and promote the awareness of the culture and philosophy of the people of other nations.			X	\$0	\$0
	Identify universities that model a true diverse, multicultural environment and adopt best practices and study the lessons learned from those universities.			X	\$0	\$0
C.	Recruit and retain quality, diverse faculty whose collective talents will enhance the quality of teaching and contribute to scholarly productivity.	Joe				
	Aggressively recruit faculty with talent and experience as successful researchers and educators.			X	\$66,000	\$134,000
	Identify additional strategies to increase the likelihood of broad diversity of prospective applicant pools for various faculty positions.		X		\$0	\$0
	Evaluate and strengthen faculty orientation and mentoring programs.		X		\$0	\$0
D.	Develop specific initiatives to recruit and retain a professional staff.	Katherine				
	Enhance staff recruitment strategies to attract, recruit, and retain a diverse staff of highly qualified individuals.			X	\$10,000	\$0
	Establish recognition and reward programs for exemplary employee performance that can be applied campus-wide.			X	\$7,500	\$0
E.	Evaluate, develop, upgrade and maintain campus facilities guided by a campus Master Plan.	Joe & Wanda				
	Develop a plan for construction of a new academic building.				-	-
	Update the campus Master Plan.				-	-
	Evaluate opportunities to enhance campus safety and develop a culture of heightened awareness and emergency preparedness.		X		\$0	\$0
	Enhance the appearance of the campus.			X	\$50,000	\$0
	Improve the technology infrastructure to create an environment conducive to learning, research, and scholarship.			X	\$0	\$0
	Utilize technology to enhance security and increase awareness of safety and security in areas where the campus community lives, works, and study.		X		\$0	\$0

	Evaluate the current status of campus facilities and provide an annual "State of the Campus" report.			X	\$0	\$0
	Explore opportunities to implement housing for affinity groups.		X		\$0	\$0
	Evaluate classroom effectiveness and redesign/upgrade classrooms with enhanced instructional technology capabilities, improved structure, and furniture and equipment that enhance the learning environment.			X	\$0	\$0
F.	Develop a rich AUM tradition that promotes a life-long student interest in and personal connection to AUM	Jan & Carolyn				
	Develop the History and Traditions Council (HTC) charged with bringing history, traditions, and spirit to AUM and the community.			x	\$0	\$0
	Develop and cultivate a culture of participation in campus activities.			x	\$0	\$0
	Create new traditions at AUM.			x	\$5,000	\$0

VI. Strengthen and promote the University's distinctive identity

A.	Market internally to solidify and promote a common identity	Katherine				
	Develop internal marketing strategies to address and extend the intended positioning inherent in AUM's new vision, mission and identity statements.		X		\$0	\$0
	Increase internal promotion and strongly emphasize student/faculty/alumni/staff achievements that reflect successes related to AUM's core values.		X		\$0	\$0
	Emphasize and promote AUM's strength as a broadly diverse university (e.g., faculty, teaching skills, student population, student demographics, cultural experiences).				-	-
	Develop and implement a long-term, integrated Strategic Communications Plan for the campus.				-	-
	Utilize social media and other "new media" options to improve and expand opportunities/forums for receiving internal news and information of significance to faculty, staff, students and alumni.			X	\$2,500	\$0
	Increase tools, templates and training to allow for more independent, knowledgeable and proactive website content management campus-wide.			X	\$0	
	Implement easy and workable mechanisms for student communications (e.g., readerboards, TV screens in high-traffic hallways).				-	-
B.	Market externally to promote AUM's general image and make AUM more attractive to prospective students, faculty, and staff	Katherine				
	Collect and review data to assess AUM's position, name recognition, and reputation and to determine the message that should be projected.		X		\$35,000	
	Conduct a comprehensive, in-depth marketing research study that polls members of the general public, as well as prospective students, students admitted but not enrolled, and AUM students, employees, and alumni.		X			\$0
	Develop specific communication messages and pieces that share factors that positively differentiate AUM from peers and competitors, showcasing our accomplishments and features of significance.			X	\$0	\$0
	Target our external communications to address any weaknesses or misinterpretations of the AUM image.			X	\$0	\$0
	Broaden AUM's social media impact.			X	\$0	\$0
	Create and broadly distribute an annual report.			X	\$20,000	\$0
	Develop a distance education branding strategy and marketing effort that aligns with the University's overall branding initiative.				-	-
	Expand targeted marketing and recruiting efforts for various audiences, including prospective students abroad, with an expanded portfolio of innovative and effective recruitment tools.				-	-

VII. Enhance relationships with alumni (Carolyn)

\$10,000

	Expand alumni services and programming.			X	\$0	\$0
	Expand alumni communications.			X	\$0	\$0
	Develop Student Alumni Association.			X	\$0	\$0
	Establish international alumni clubs in strategically targeted areas.			X	\$0	\$0
	Establish and engage international alumni relationships.			X	\$0	\$0

VIII. Increase funds from alternative revenue streams through sponsored programs, private giving, and outreach to ensure long-term viability of the University

A.	Develop grant and other proposals including collaborative efforts with other universities, businesses, and organizations	Joe				
	Target agencies/state departments as potential partners for grant collaboration.			X	\$0	\$0

	Attract funded projects from private businesses or organizations through better marketing of AUM faculty and other experts.				-	-
	Establish a grant writing center at AUM.				-	-
B.	Increase revenue-generating consulting and training projects with business, government, K-12, and the community at large	Katherine				
	Assess the training and consulting needs of area businesses and government agencies through a needs assessment.		X		\$0	\$0
	Conduct innovative training to meet the needs of businesses and government agencies in the area.			X	\$0	\$0
	Provide consulting services to area businesses and government agencies to meet their needs.			X	\$0	\$0
C.	Increase private gifts and the AUM endowment	Carolyn				
	Increase endowment revenue.			X	\$0	\$0
	Increase annual fund revenue.			X	\$0	\$0
Total					\$500,000.00	\$284,000.00



AUBURN


MONTGOMERY

OFFICE OF THE CHANCELLOR

INTERNAL MEMORANDUM

12 August 2013

To: Dr. Jay Gogue
President

From: John G. Veres III 

Subject: Proposed Board Agenda Item
AUM Mission, Vision, and 2013-18 Strategic Plan

Please consider including this proposal for inclusion on the agenda of the 13 September 2013, meeting of the Board of Trustees.

Proposal:

Auburn University at Montgomery desires to provide guidance to all faculty and staff regarding the future direction, goals, strategies, and specific objectives for our university over the next five years. We have undertaken a comprehensive strategic planning process that spanned more than a year and included many AUM constituents. The outcome of that process includes an identity statement, revised mission statement and core values, a vision for the next five years, and a comprehensive five-year strategic plan. We believe with adoption of the revised mission statement and core values, we will be able to more clearly communicate our message. We are confident that the vision and five-year plan will position us to be increasingly competitive with our peers.

Review and Consultation:

We began the strategic planning process more than a year ago. Throughout the process, we have gathered input through focus group sessions, one-on-one discussions, online input, and open "town hall" style meetings. Through a goal to be as inclusive as possible, we specifically targeted faculty and staff with various levels of service with the university, faculty and staff leadership, students in different classifications and level of involvement with the university, administrators, alumni, and community leaders when gathering input. We asked individuals to provide input at multiple stages in the process. The Senior Staff recommends endorsement of this plan and submission for review and approval.

Rationale for Recommendation:

By-laws of the Board of Trustees identify approval of the missions of the University and its major divisions as a responsibility of the Board. Furthermore, the Board consistently has placed a focus on sound management practices including an emphasis on the importance

Dr. Jay Gogue
12 August 2013
In re: Strategic Plan
Page 2

of comprehensive and strategic long-range planning as a priority for Auburn University. Therefore, I am requesting that you ask the Board to consider a resolution that adopts the revised mission statement with associated supplemental statements and the 2013-2018 strategic plan that Auburn University at Montgomery administration will use to guide the actions of AUM personnel over the next five years. I am recommending for your consideration that the strategic plan and associate materials be submitted to the Board of Trustees through the Auburn Montgomery Committee and Executive Committee and placed on the agenda at the meeting scheduled for 13 September 2013.

Joe King, Katherine Jackson, and I are available to answer any questions you may have regarding the plan.

Thank you for your kind attention.

EXECUTIVE COMMITTEE

PRESIDENTIAL ASSESSMENT

Time will be allocated for discussion of the Presidential Assessment.

EXECUTIVE COMMITTEE

SELECTION OF A BOARD MEMBER
TO THE AU FOUNDATION INVESTMENT COMMITTEE

A request is before the Board to nominate a Trustee for membership on the Auburn University Foundation Investment Committee for an unlimited term.

EXECUTIVE COMMITTEE

SELECTION OF BOARD MEMBERS TO THE ALUMNI LIFETIME ACHIEVEMENT AWARDS COMMITTEE

A request is before the Board to nominate two trustees for a three-year term on the Alumni Lifetime Achievement Awards Committee, to join the current President Pro Tempore. This term would expire in September 1, 2016.

EXECUTIVE COMMITTEE

RESOLUTION

POSTHUMOUS AWARDING OF THE BACHELOR OF SCIENCE DEGREE
IN BUSINESS ADMINISTRATION TO JOHN WILLIAM PICKEN

WHEREAS, John William Picken, an undergraduate student at Auburn University at Montgomery, passed away on May 9, 2013; and

WHEREAS, John William Picken would have completed the requirements necessary for a Bachelor of Science Degree in Business Administration in International Business Studies; and

WHEREAS, the Head of the Department of Economics and Finance; the Dean of the School of Business; the Provost; and the Chancellor recommend that the degree of Bachelor of Science in Business Administration be awarded posthumously,

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the degree of Bachelor of Science in Business Administration is hereby granted posthumously to John William Picken in recognition of this academic achievement as an undergraduate student at Auburn University.

BE IT FURTHER RESOLVED that the Board hereby expresses its sympathy and condolences to the family of John William Picken in this period of sadness and that a copy of this resolution be presented to them so they will know of this action and the university's deep loss.




AUBURN

MONTGOMERY

OFFICE OF THE CHANCELLOR

22 August 2013

To: Dr. Jay Gouge
President

From: John G. Veres III 
Chancellor

Subject: Posthumous Degree Award for John William Picken

John William Picken, a senior pursuing a Bachelor of Science in Business Administration with an International Studies emphasis, passed away on May 9, 2013. At the time of his death he was in his senior year, in good standing, with 21 hours remaining toward his degree.

Upon recommendation of the faculty in the Economics and Finance department and with the support of Dean Rhea Ingram, and Provost King, I am requesting that a posthumous degree be awarded to Mr. John W. Picken. I recognize that final approval for awarding a posthumous degree rests with the Board of Trustees. I am asking for your help in moving this forward for Board consideration.

Thank you for your time and consideration of this request.