



AUBURN UNIVERSITY
OFFICE OF THE PRESIDENT

April 1, 2019

MEMORANDUM TO: Board of Trustees

SUBJECT: April 11-12, 2019 Board of Trustees Workshop and Meeting

Enclosed are materials that comprise the proposed agenda for the Thursday, April 11, 2019 workshop in the Delta Aviation Building Classroom, as well as the Friday, April 12, 2019 meeting in the Legacy Ballroom of the Auburn University Hotel and Dixon Conference Center. Listed below are the tentative schedule, times and meeting locations:

Thursday, April 11, 2019

12:30 p.m. Workshop (Classroom #134, Delta Aviation Building)

Friday, April 12, 2019

(Legacy Ballroom, Auburn University Hotel and Dixon Conference Center)

8:30 a.m. Property and Facilities Committee
9:00 a.m. Combined Academic Affairs, AUM and Finance Committees
9:30 a.m. Institutional Advancement Committee
10:00 a.m. Executive Committee
10:05 a.m. Trustee Reports
10:30 a.m. Regular Meeting of the Board of Trustees

(Executive Session if needed – The Azalea Room, AU Hotel)

11:00 a.m. Reconvened Meeting of the Board of Trustees (Legacy Ballroom, AU Hotel)
11:30 a.m. Board of Trustees Luncheon (Grand Ballroom II, AU Hotel)

We appreciate all that you do for Auburn University and look forward to seeing you next week. Please call me if you have questions regarding the agenda. Also, please let Jon Waggoner, Sherri Williams, or me know if you need assistance with travel and/or lodging arrangements.

Sincerely,

Steven Leath
President

JGW/smw

Enclosure

c: President's Cabinet (w/encl.)
Mr. Jon G. Waggoner (w/encl.)

SCHEDULE & AGENDA
AUBURN UNIVERSITY BOARD OF TRUSTEES
APRIL 11, 2019 – AU WORKSHOP, DELTA AVIATION BUILDING
APRIL 12, 2019 – AU BOARD OF TRUSTEES MEETING, AU HOTEL

THURSDAY, APRIL 11, 2019

- I. 12:30 p.m. - WORKSHOP (Classroom #134, Delta Aviation Building)

FRIDAY, APRIL 12, 2019

- I. MEETINGS (Legacy Ballroom, AU Hotel)

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

- A. Property and Facilities Committees/Chairperson Roberts/8:30 a.m.

Project Approvals:

1. Village View Dining Facility Renovations, Final Approval (Dan King/Bobby Woodard)
2. Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots, Final Approval (Dan King/Don Andrae)
3. Agricultural Heritage Park ALFA Pavilion Renovation, Project Initiation (Paul Patterson)

Real Estate Approvals:

4. Wire Road Landfill Environmental Covenant (Dan King/Mark Stirling)
5. E.V. Smith Research Center, Lease Amendment (Dan King/Mark Stirling)

Informational Reports:

6. Status Updates: For Information Only
 - a. Current Status of New Construction/Renovation/Infrastructure Projects with Budgets of \$1,000,000 and Greater
 - b. Quarterly Report for Projects Costing More than \$500,000 but Less than \$1,000,000 –2nd QTR Fiscal Year 2019
 - c. Project Status Report

- B. Combined Academic Affairs, AUM and Finance Committees/Chairpersons Newton, Sahlie and Harbert/9:00 a.m.

1. Closure of the Bachelor of Arts in Spanish (Carl Stockton/Mrinal Varma) – ***Joint Academic Affairs and AUM Committees item***

2. Closure of the Bachelor of Science in Organizational Leadership (Carl Stockton/Mrinal Varma) - ***Joint Academic Affairs and AUM Committees item***
3. Proposal to Establish Professional Fees for Programs in the College of Nursing and Health Sciences at Auburn University at Montgomery (Carl Stockton/Mrinal Varma) – ***Joint AUM and Finance Committees item***
4. Proposed Policy on Tuition Rates for Auburn University Pathway Programs (Bill Hardgrave) – ***Joint Academic Affairs and Finance Committees item***
5. Proposed Bachelor of Arts in International Studies in Liberal Arts (Bill Hardgrave) - ***Academic Affairs Committee item***
6. Proposed Master of Science in Educational Research, Measurement, and Evaluation (Bill Hardgrave) – ***Academic Affairs Committee Item***
7. Proposed Closure of the Programs Leading to the Master of Science and the Master of Agriculture in Soil, Water, and Environmental Science (Bill Hardgrave) – ***Academic Affairs Committee item***
8. Academic Affairs Committee – Information Items (Bill Hardgrave) – ***Academic Affairs Items Committee item***

C. Institutional Advancement Committee/Chairperson Smith/9:30 a.m.

1. Auburn University Endowment Investment Policy Statement, ***For Information Only*** (Jane Parker)

D. Executive Committee/Chairperson McCrary/10:00 a.m.

1. Proposed Awards and Namings (Charles McCrary)

E. Trustee Reports/10:05 a.m.

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

9. Property and Facilities Committee/B.T. Roberts, Chair
10. Research and Technology Committee (Economic Development)/ Jim Pratt, Chair
11. Student Affairs Committee/Quentin Riggins, Chair
12. Alumni/Lloyd Austin, Lead Trustee
13. Athletics/Gaines Lanier, Lead Trustee
14. Legal/Ms. Elizabeth Huntley, Lead Trustee

II. REGULAR MEETING OF THE BOARD OF TRUSTEES/10:30 A.M.
(Legacy Ballroom, AU Hotel)

(Proposed Executive Session - The Azalea Room, AU Hotel)

III. RECONVENED MEETING OF THE BOARD OF TRUSTEES/11:00 A.M.
(Legacy Ballroom, AU Hotel)

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

11:30 a.m. - Lunch (Grand Ballroom II, AU Hotel)

RESOLUTION

APPROVAL OF MINUTES

WHEREAS, copies of the minutes of the Reconvened Meeting on Friday, February 15, 2019 have been distributed to all members of this Board of Trustees for review; and

WHEREAS, the members have reviewed the minutes and determined that they constitute a true and correct recitation of the business of such meeting.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees that the minutes of its Friday, February 15, 2019 meeting are hereby approved as distributed.

RESOLUTION

AWARDING OF DEGREES

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

NOW, THEREFORE, BE IT RESOLVED as follows:

1. That all degrees to be awarded by the faculty of Auburn University and Auburn University at Montgomery at the end of Spring Semester 2019, complying with the requirements heretofore established by the Board of Trustees, be and the same are hereby approved.
2. That a list of the degrees awarded be filed in the Book of Exhibits and made a part of this resolution and of these minutes.

EXECUTIVE SUMMARIES
APRIL 12, 2019

A. Property and Facilities Committee

1. Village View Dining Facility Renovations: Final Project Approval

Project Summary: The Village View Dining Facility Renovations project will renovate approximately 22,700 square feet of dining room space as well as back-of-house and other preparation areas in the Village View Dining Facility to include all-you-care-to-eat kitchen space, dining room improvements, extensive equipment upgrades, new back-of-house epoxy flooring, and an additional point-of-sale entry. The intent of this project is to improve the student dining experience and increase the seating capacity to meet demand.

Requested Action: It is requested that the Board of Trustees adopt a resolution to approve the Village View Dining Facility Renovations project program, site, budget, funding plan, and schematic design for the project. The estimated total project cost of the Village View Dining Facility Renovations project is \$3.8 million, to be financed by Dining Services with funds provided by the Aramark dining contract.

Previous Approvals: At its meeting on February 15, 2019, the Board of Trustees adopted a resolution that approved project initiation and architect selection for the Village View Dining Facility Renovations project.

2. Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots: Final Project Approval

Project Summary: The Campus Parking Expansion Phase I: West Campus and Hayfield Parking Lots project will construct 300 additional paved surface parking spaces at the West Campus Parking Lot for resident students and 300 additional gravel surface parking spaces at the Hayfield Parking Lots for commuter students, and will install additional lighting and landscaping in each of these areas. The project is part of a multi-year, multi-project effort to increase parking on campus to meet the demand of faculty, staff, students, and visitors.

Requested Action: It is requested that the Board of Trustees adopt a resolution to approve the project program, site, budget, funding plan, and schematic design for the Campus Parking Expansion Phase I: West Campus and Hayfield Parking Lots project.

The estimated total project cost of the Campus Parking Expansion Phase I: West Campus and Hayfield Parking Lots project is \$3.50 million, to be financed by a combination of University General Fund funds and parking fees.

Previous Approvals: At its previous meeting on February 15, 2019, the Board of Trustees adopted a resolution that approved the initiation and engineer selection for the Campus Parking Expansion Phase I: **West Campus and Hayfield Surface Parking Lots project.**

3. Agricultural Heritage Park ALFA Pavilion Renovation: Project Initiation and Authorization to Commence the Architect Selection Process

Project Summary: The College of Agriculture proposes a project to renovate the Agricultural Heritage Park ALFA Pavilion located on South Donahue Drive. The Agricultural Heritage Park ALFA Pavilion, originally constructed in 2005, serves as a venue for university-sponsored events

as well as private social engagements. The proposed Agricultural Heritage Park ALFA Pavilion Renovation project will focus on improving the quality of the pavilion's interior and upgrading the exterior with fixed glass panels to increase its marketability as a modern, upscale venue.

It is anticipated the project would be financed by College of Agriculture gift funds and event revenues generated by the ALFA Pavilion.

Requested Action: It is requested that the Board of Trustees adopt a resolution to approve the initiation of the Agricultural Heritage Park ALFA Pavilion Renovation project and authorize the commencement of the project architect selection process.

Previous Approvals: None.

4. Wire Road Landfill Environmental Covenant

Project Summary: For many years, Auburn University used a two-acre parcel of land it owns along Wire Road ('Wire Road Parcel') as a landfill. In 1989, Auburn University ceased using the Wire Road Parcel as a landfill and formally closed the site in 2000, pursuant to a plan approved by the Alabama Department of Environmental Management ('ADEM'). Alabama law and ADEM regulations require that the University encumber the Wire Road Parcel with an environmental restrictive covenant, which will govern use of the property both by the University and by any subsequent owner. Entering into the environmental restrictive covenant will ensure the University's compliance with Alabama law and its on-going stewardship of the Wire Road Parcel.

Requested Action: It is requested that the Board of Trustees of Auburn University authorize

President Leath to execute an Environmental Covenant for the property described. All documents consummating the Environmental Covenant shall be reviewed as to form by legal counsel for Auburn University.

5. E.V. Smith Research Center Lease Amendment

Project Summary: The Milstead Farm Group Inc. leases twenty-five acres of university property located at E.V. Smith Research Center. Milstead has determined that a portion of the leased area – an approximately 2.5-acre parcel – is too wet to be used for cotton module storage. They have asked to amend the ground lease to substitute this parcel with an adjacent 2.48 acre parcel which is more suitable for the construction of a storage warehouse. The proposed lease amendment will enhance the cooperative partnership between the University and

Milstead and will not interfere with any other planned use of the adjoining property by the University.

Requested Action: It is requested that the Board of Trustees adopt a resolution to approve the Milstead Lease Modification.

Previous Approvals: At its previous meeting on April 3, 1998, the Board of Trustees authorized a fifty-year ground lease of ten acres at the E.V. Smith Research Center to Milstead Farm Group, Inc., for the construction of a cotton gin and related uses. At its previous meeting on September 4, 1998, the Board of Trustees approved an amendment to increase the leased acreage to twenty-five acres. The ground lease has a 50-year term and is in effect until April 2, 2048.

6. Informational Reports:

Status Updates: *For Information Only*

- a. Current Status of New Construction/Renovation/Infrastructure Projects with Budgets of \$1,000,000 and Greater
- b. Quarterly Report for Projects Costing More than \$500,000 but Less than \$1,000,000 –2nd QTR Fiscal Year 2019
- c. Project Status Report

B. Combined Academic Affairs Committee, AUM Committee and Finance Committee

1. Auburn University At Montgomery, Closure Of The Bachelor Of Arts In Spanish

Auburn University at Montgomery currently has a Bachelor of Arts in Spanish on its program inventory. The program began in Fall 2002 as part of a shared program with Auburn University. AUM has only graduated four students in Spanish and only has one full-time faculty member with credentials to teach Spanish. The program is derelict and should be removed from AUM's program inventory. The closure of the Bachelor of Arts in Spanish at AUM will not adversely affect Auburn University's Bachelor of Arts in Spanish. Students interested in studying Spanish at AUM still have the opportunity to study in the Spanish option of AUM's World Languages and Cultures degree. AUM currently has no students enrolled in the Bachelor of Arts in Spanish. The closure of the Bachelor of Arts in Spanish has been endorsed by the faculty, the Dean of the College of Liberal Arts and Social Sciences, the Provost, and the Chancellor. It is requested that the Board consider a resolution to approve the closure of the Bachelor of Arts in Spanish at Auburn University at Montgomery.

2. Auburn University At Montgomery Closure Of The Bachelor Of Science In Organizational Leadership

Auburn University at Montgomery currently has a Bachelor of Science in Organizational Leadership on its program inventory. The program began in Fall 2010 and while it had enrollment numbers the first few years that met projections, enrollment numbers subsequently fell off considerably. This included failing to meet requirements on the number of graduating students and the number of newly enrolled students each term. AUM requested approval to amend the post-implementation conditions in 2015, which the Commission approved. Despite lowering the required numbers of graduates and newly enrolled students, AUM did not meet the amended conditions. It is now appropriate that AUM close the Bachelor of Science in Organizational Leadership. There are currently two students left in the program and these students will be allowed to take classes to finish their degrees. The closure of the Bachelor of Science in Organizational Leadership has been endorsed by the faculty, the Dean of the College of Liberal Arts and Social Sciences, the Provost, and the Chancellor. It is requested that the Board consider a resolution to approve the closure of the Bachelor of Science in Organizational Leadership at Auburn University at Montgomery.

3. Proposal To Establish Professional Fees For Programs In The College Of Nursing And Health Sciences At Auburn University At Montgomery

The three professional programs located in the College of Nursing and Health Sciences are: Communication Disorders, Medical and Clinical Laboratory Science and the School of Nursing. Each program includes significant clinical laboratory experiences on campus, as well as other practica experiences in other health care agencies. These programs require small student/faculty ratios, advanced technology and technical support, specialized equipment and supplies, preceptorship site development and supervision, and additional costs related to achieving and maintaining accreditation. All three programs have significantly increased student enrollment in the past three years with limited replacement of resources. Each program contains courses that utilize many consumable items, specialized equipment on a regular maintenance schedule, and warranty requirements. Students must learn with state-of-the-art equipment in order to be prepared to enter the workforce. As such, AUM requests approval to establish professional fees in the following programs in the College of Nursing and Health Sciences: Department of Communication Disorders - \$200.00 per semester to commence fall 2019 and continue thereafter; Department of Medical Clinical Laboratory Science - \$200.00 per semester to commence summer 2019 and continue thereafter. The School of Nursing's new graduate programs are requesting \$200.00 per semester to commence in summer 2019 and continue thereafter. This proposal has been endorsed by the heads of all departments and faculty within the College of Nursing

and Health Sciences, the Dean of the College of Nursing and Health Sciences, the Provost, the Chancellor and the President of Auburn University.

4. **Proposal to Establish Tuition Rates for Pathway Programs**

Auburn University is engaging in a new program with Southern Union State Community College (SUSCC) to provide pathway programs for selected degrees. These pathways identify SUSCC and AU courses that lead to (1) students' completion of an associate degree, (2) admission into Auburn University, and (3) timely baccalaureate completion. The Provost's Office requests approval to establish tuition rates that support the affordability and accessibility goals of the program.

5. **Proposed Bachelor of Arts in International Studies in Liberal Arts**

The College of Liberal Arts is proposing a new undergraduate degree in International Studies in Liberal Arts to prepare students for internationally-focused careers. The interdisciplinary degree requires coursework that emphasizes the communication, collaboration, and discipline-specific skills necessary to work in diverse cultural settings and addresses a broad range of social, political, cultural and economic topics as they relate to the global context. No resources are required to create the degree program.

6. **Proposed Master of Science in Educational Research, Measurement, and Evaluation**

The College of Education is proposing a new graduate degree program (to be offered both on-campus and online) for qualified individuals who desire advanced coursework and applied research in the evaluation of educational and community organizations. Graduates of the program will have diverse employment opportunities, including Alabama's K-12 and higher education systems, in addition to government and accrediting agencies, research and evaluation firms, insurance agencies, and national testing companies. No resources are required to create the degree program.

7. **Proposed Closure of the MS/MAG in Soil, Water and Environmental Science**

The College of Agriculture has proposed that the online Master of Science and Master of Agriculture programs in Soil, Water and Environmental Science be closed. The programs were established in 2014 as part of Auburn's participation in AG*IDEA, a national consortium of universities that offer programs and courses to students in agriculture disciplines. Due to low enrollment, the AG*IDEA Board of Directors agreed to discontinue the program in 2017. The department will continue to offer a Master of Science and a Master of Agriculture in Crop, Soil, and Environmental Science.

8. **Academic Affairs Committee – Items for Information**

Graduate Certificate in Supply Chain Management Innovation, Harbert College of Business: The Harbert College of Business has received approval to establish a new 12-hour graduate certificate in Supply Chain Management Innovation, offered both on-campus and online. Designed for professionals and students in the high-demand field of supply chain, the certificate provides advanced coursework in integrated supply chain concepts and practices, including the execution, control, and monitoring necessary for managing quality supply chain operations. Building on the college's top-ranked undergraduate program in Supply Chain Management, the certificate expands the program to the graduate arena and permits students to apply the credits to other applicable master's degrees. The certificate does not require any additional resources, faculty, or space.

Graduate Certificate in Cybersecurity Engineering, Ginn College of Engineering: The Ginn College of Engineering has received approval to establish a new nine-hour graduate certificate in Cybersecurity Engineering, offered both on-campus and online. The certificate addresses the national demand for professionals who work to protect and defend cyber infrastructures and networks and provides advanced coursework in software engineering, forensics, systems operations, and computer science. The certificate does not require any additional resources, faculty, or space.

Graduate Certificate in Modeling and Data Analytics for Operations, Samuel Ginn College of Engineering: The Ginn College of Engineering has received approval to establish a new 12-hour graduate certificate in Modeling and Data Analytics for Operations, offered both on-campus and online. Drawing on faculty expertise in the Industrial Engineering program, the certificate emphasizes the knowledge and skills necessary for strategically analyzing information from large data sets, as well as solving problems by computational modeling, simulation, and optimization. Students who complete the certificate will be prepared for various positions in industry, business, manufacturing, engineering, and other service-related industries. The certificate does not require any additional resources, faculty, or space.

Distance Education Version of the Master of Natural Resources (Non-Thesis Option), School of Forestry and Wildlife Sciences: The School of Forestry and Wildlife Sciences has received approval to create a distance version of the existing Master of Natural Resources (Non-Thesis Option). The School currently offers a Master of Natural Resources for students seeking advanced knowledge and skills in the development of ecological, economic, and social systems as they relate to natural resources. The distance education version mirrors the on-campus program, and both are designed to offer students a competitive program of study in developing analytical and problem-solving skills associated with complex natural resources issues.

C. Institutional Advancement Committee

1. Auburn University Endowment Investment Policy Statement

Time will be allocated for discussion by Vice President Jane Parker on the Auburn University Endowment Investment Policy Statement and an introduction of Mr. Benny LaRussa, Chair, Auburn University Board of Foundation Directors.

D. Executive Committee

1. Proposed Awards and Namings

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

PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

VILLAGE VIEW DINING FACILITY RENOVATIONS

FINAL PROJECT APPROVAL

WHEREAS, at its previous meeting on February 12, 2019, the Board of Trustees adopted a resolution that approved the project initiation and the architect selection for the Village View Dining Facility Renovations project; and

WHEREAS, the intent of the project is to improve the student dining experience and increase the seating capacity to meet demand; and

WHEREAS, the project will renovate approximately 22,700 square feet of dining room space as well as back-of-house and other preparation areas in the Village View Dining Facility to include all-you-care-to-eat kitchen space, dining room improvements, extensive equipment upgrades, new back-of-house epoxy flooring, and an additional point-of-sale entry; and

WHEREAS, the estimated total project cost for the Village View Dining Facility Renovations project is \$3.80 million, to be financed by Dining Services with funds provided by the Aramark dining contract; and

WHEREAS, the project will be located in the Village View Dining Facility at the Village Student Housing complex; and

WHEREAS, pursuant to the Board of Trustees policy, "D-3, Capital Projects Approval", the initiation of this project must be submitted to the Board, through the Property and Facilities Committee, for approval.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the Village View Dining Facility Renovations project is approved and that Steven Leath, President, or such other person as may be acting as President, be and the same is hereby authorized and empowered to perform the following tasks:

1. Establish a budget for the Village View Dining Facility Renovations project in the amount of \$3.80 million, to be financed by Dining Services funds; and
2. Direct the consultants to complete the required plans for the project; and
3. Solicit bids and award a contract for construction conditioned upon the lowest responsible and responsive bid that is consistent with the project budget approved above.

TO: STEVEN LEATH, President
THROUGH: RONALD BURGESS, Chief Operating Officer
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
VILLAGE VIEW DINING FACILITY RENOVATIONS: FINAL PROJECT APPROVAL
DATE: MARCH 28, 2019

This memorandum requests that 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 April 12, 2019.

Proposal:

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

Review and Consultation:

1. Project History and Previous Board of Trustees Actions:

a. Project Intent: Dining Services proposes a project to renovate and refurbish existing interior entry points and back-of-house preparation areas. Interior renovation and entrance modifications will improve the student dining experience and increase the seating capacity to meet demand.

b. Previous Board of Trustees Actions: At its meeting on February 15, 2019, the Board of Trustees adopted a resolution that approved project initiation and architect selection for the Village View Dining Facility Renovations project.

2. Project Program Summary: Since that time, the project team has worked to complete the schematic design for the Village View Dining Facility Renovations project. The project details are provided below:

a. Program Requirements: The project will renovate approximately 22,700 square feet of the Village View Dining Facility. The project requirements include all-you-care-to-eat kitchen renovations with extensive equipment upgrades and modifications; dining room improvements including new flooring, paint, wall tile and signage; an additional point-of-sale entry; and new epoxy back-of-house flooring. Refer to Attachments 1 and 2 for the floor plan and renderings of the Village View Dining Facility Renovations project.

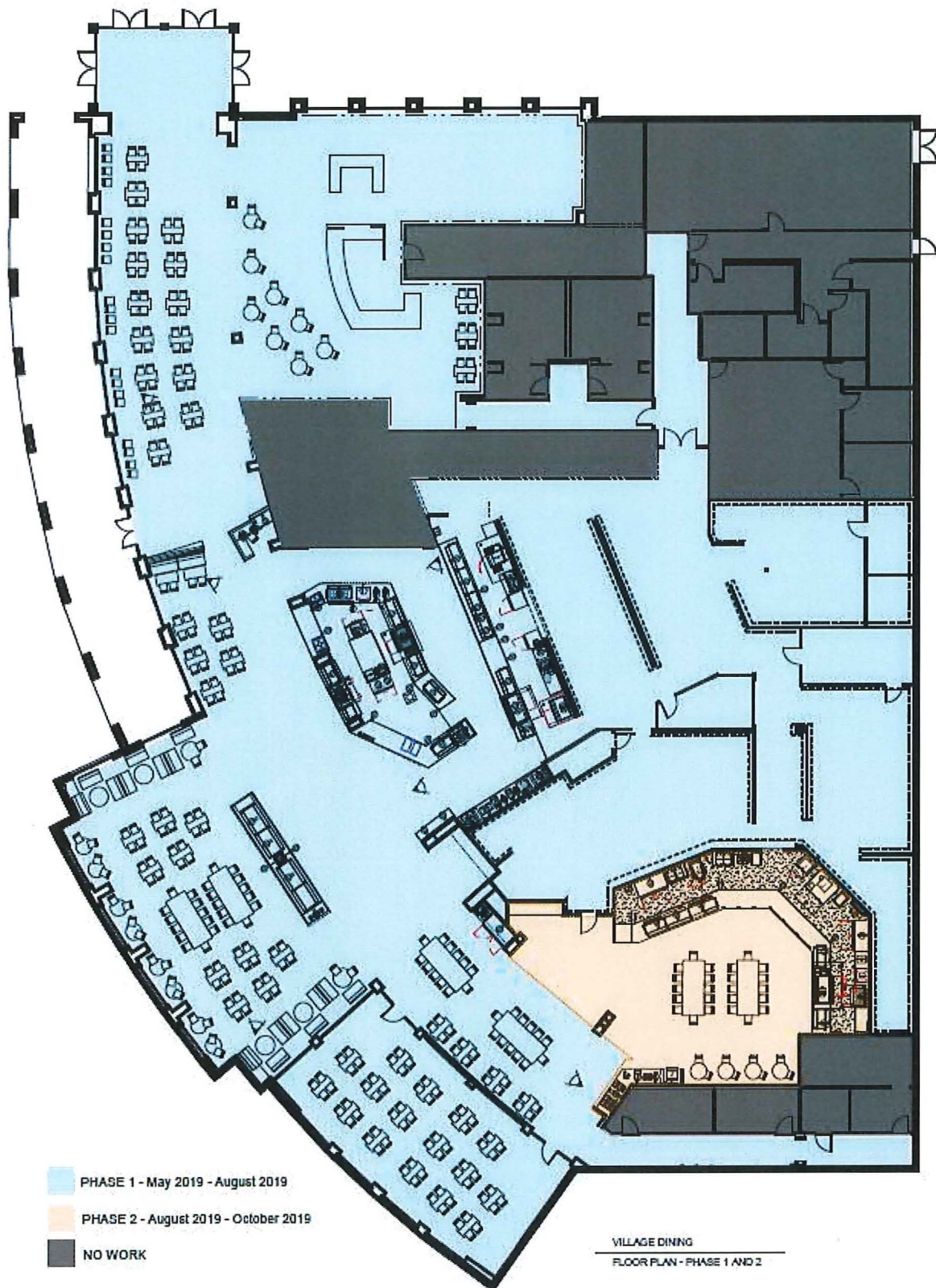
b. Budget: The estimated total project cost of the Village View Dining Facility Renovations project is \$3.80 million, to be financed by Dining Services with funds provided by the Aramark dining contract.

c. Project Location: The project will be located in the Village View Dining Facility at the Village Student Housing complex.

d. Project Schedule: The project will be executed in two phases, with the first phase beginning in May 2019, completing in August 2019. The second phase will begin in August 2019, completing October 2019. With the planned phasing, the Village View Dining Facility will be closed during summer 2019, but will be operational for the coming fall semester.

If you concur, it is proposed that a resolution providing final approval of the Village View Dining Facility Renovation project be presented to the Board of Trustees for consideration at its meeting scheduled for April 12, 2019.

Attachment 1
Village View Dining Facility Renovations – Floor Plan



Attachment 2
Village View Dining Facility Renovations – Architectural Renderings



Village View Dining Facility Renovations – Phase I



Village View Dining Facility Renovations – Phase I

Attachment 2 – continued
Village View Dining Facility Renovations – Architectural Renderings



Village View Dining Renovations – Phase I



Village View Dining Renovations – Phase II

PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

CAMPUS PARKING EXPANSION PHASE I:
WEST CAMPUS AND HAYFIELD SURFACE PARKING LOTS

FINAL PROJECT APPROVAL

WHEREAS, at its previous meeting on February 15, 2019, the Board of Trustees adopted a resolution that approved the initiation and engineer selection for the Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project; and

WHEREAS, the project is part of a multi-year, multi-project effort to increase parking on campus to meet the demand of faculty, staff, students, and visitors; and

WHEREAS, the project will construct 300 additional paved surface parking spaces at the West Campus Parking Lot for resident students and 300 additional gravel surface parking spaces at the Hayfield Parking Lot for commuter students, along with lighting and landscaping in each of these areas; and

WHEREAS, the estimated total project cost for the Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project is \$3.50 million, to be financed by a combination of University General Fund funds and parking fees; and

WHEREAS, the project will be located at the West Campus Parking Lot on West Thach Avenue and the Hayfield Parking Lot at the corner of Lem Morrison and South Donahue Drives; and

WHEREAS, pursuant to the Board of Trustees policy, "D-3, Capital Projects Approval", the initiation of this project must be submitted to the Board, through the Property and Facilities Committee, for approval.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project is approved and that Steven Leath, President, or such other person as may be acting as President, be and the same is hereby authorized and empowered to perform the following tasks:

1. Establish a budget for the Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project in the amount of \$3.50 million, to be financed by University General Fund funds; and
2. Direct the consultants to complete the required plans for the project; and
3. Solicit bids and award a contract for construction conditioned upon the lowest responsible and responsive bid that is consistent with the project budget approved above.

TO: STEVEN LEATH, President
THROUGH: RONALD BURGESS, Chief Operating Officer
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
**CAMPUS PARKING EXPANSION PHASE I: WEST CAMPUS AND HAYFIELD
SURFACE PARKING LOTS: FINAL PROJECT APPROVAL**
DATE: MARCH 28, 2019

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 April 12, 2019.

Proposal:

Consistent with standing policy, it is proposed that the Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project be presented to the Board of Trustees through the Property and Facilities Committee for consideration of a resolution that provides final approval of the project. If approved, the resolution would authorize the President to direct Auburn University Facilities Management to complete the project design, solicit bids, and award a contract for construction.

Review and Consultation:

1. Project History and Previous Board of Trustees Actions:

a. Project Intent: The project will expand the existing West Campus and Hayfield parking lots by constructing 600 additional surface parking spaces. The Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project is part of the multi-year, multi-project plan to increase parking on campus to meet the demand of faculty, staff, students, and visitors.

b. Previous Board of Trustees Actions: At its previous meeting on February 15, 2019, the Board of Trustees adopted a resolution that approved the initiation and engineer selection for the Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project.

2. Project Program Summary: Since that time, the project team has worked to complete the schematic design for the Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project. The project details are provided below:

a. Program Requirements: The Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project will construct 300 additional paved surface parking spaces at the West Campus Parking Lot for resident students and 300 additional gravel surface parking spaces for commuter students at the Hayfield Parking Lot. Program requirements also include additional lighting and landscaping in these areas.

b. Budget: The estimated total project cost of the Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project is \$3.50 million, to be financed by a combination of University General Fund funds and parking fees.

c. Project Location: The project will be located at the West Campus Parking Lot at the West Thach Avenue and the Hayfield Parking Lot at the corner of Lem Morrison and South Donahue Drives. Attachment 1 provides a site map of these locations on campus, and Attachments 2 and 3 provide site diagrams of the new parking areas.

d. Project Schedule: The Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project will be completed during summer 2019.

If you concur, it is proposed that a resolution providing final approval of the Campus Parking Expansion Phase I: West Campus and Hayfield Surface Parking Lots project be presented to the Board of Trustees for consideration at its meeting scheduled for April 12, 2019.

Attachment 1
Campus Parking Expansion Phase I:
West Campus and Hayfield Surface Parking Lots

Site Map



Attachment 2
Campus Parking Expansion Phase I:
West Campus and Hayfield Surface Parking Lots

Site Plan for West Campus Parking Lot Expansion



Site Plan for Hayfield Parking Lot Expansion



PROPERTY AND FACILITIES COMMITTEE
RESOLUTION
AGRICULTURAL HERITAGE PARK ALFA PAVILION RENOVATIONS
APPROVAL OF PROJECT INITIATION AND
AUTHORIZATION TO COMMENCE THE ARCHITECT SELECTION PROCESS

WHEREAS, the College of Agriculture proposes a project to renovate the Agricultural Heritage Park ALFA Pavilion located on South Donahue Drive; and

WHEREAS, the Agricultural Heritage Park ALFA Pavilion, originally constructed in 2005, serves as a venue for university-sponsored events as well as private social engagements; and

WHEREAS, the proposed Agricultural Heritage Park ALFA Pavilion Renovations project will focus on improving the quality of the pavilion's interior and upgrading the exterior with fixed glass panels to increase its marketability as a modern, upscale venue; and

WHEREAS, it is anticipated the project would be financed by College of Agriculture gift funds and event revenues generated by the ALFA Pavilion; and

WHEREAS, pursuant to the Board of Trustees policy, "D-3, Capital Projects Approval", the initiation of this project and the architect selection must be submitted to the Auburn University Board of Trustees, through the Property and Facilities Committee, for approval.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the initiation of the new Agricultural Heritage Park ALFA Pavilion Renovations project is approved; and Steven Leath, President, or such other person as may be acting as President, be and the same is hereby authorized and empowered to commence the project architect selection process.

TO: STEVEN LEATH, President
THROUGH: RONALD BURGESS, Chief Operating Officer
FROM: PAUL PATTERSON, Dean, College of Agriculture
SUBJECT: PROPERTY AND FACILITIES COMMITTEE

**AGRICULTURAL HERITAGE PARK ALFA PAVILION RENOVATION:
APPROVAL OF PROJECT INITIATION AND AUTHORIZATION TO
COMMENCE THE ARCHITECT SELECTION PROCESS**

DATE: MARCH 28, 2019

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 April 12, 2019.

Proposal:

Consistent with standing policy, it is proposed that the Agricultural Heritage Park ALFA Pavilion Renovation project be presented to the Board of Trustees through the Property and Facilities Committee for appropriate action that will: (1) approve the project initiation; and (2) grant authorization to initiate the selection process for a project architect.

Review and Consultation:

The College of Agriculture proposes a project to renovate the Agricultural Heritage Park ALFA Pavilion located on South Donahue Drive. The ALFA Pavilion was originally constructed in 2005 and serves as a venue for university-sponsored events as well as private social engagements. The proposed project will focus on improving the quality of the pavilion's interior and upgrading the exterior with fixed glass panels. The envisioned renovations would increase the ALFA Pavilion's marketability as a modern, upscale venue.

It is anticipated that College of Agriculture gift funds and event revenues generated by the ALFA Pavilion would finance the project.

Rationale for Recommendation:

If you concur, it is proposed that a resolution initiating the Agricultural Heritage Park ALFA Pavilion Renovation project and authorizing the commencement of the project architect selection process, be presented to the Board of Trustees through the Property and Facilities Committee, for appropriate review and action at the meeting scheduled for April 12, 2019.

PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

WIRE ROAD LANDFILL

APPROVAL OF ENVIRONMENTAL COVENANT

WHEREAS, for many years, Auburn University used a two-acre parcel of land it owns along Wire Road ("Wire Road Parcel") as a landfill, as depicted in Attachment 1; and

WHEREAS, in 1989, Auburn University ceased using the Wire Road Parcel as a landfill in 1989 and formally closed the site in 2000, pursuant to a plan approved by the Alabama Department of Environmental Management ("ADEM"); and

WHEREAS, Alabama law and ADEM regulations require that the University encumber the Wire Road Parcel with an environmental restrictive covenant, which will govern use of the property both by the University and any subsequent owner; and

WHEREAS, entering into the environmental restrictive covenant will ensure the University's compliance with Alabama law and its on-going stewardship of the Wire Road Parcel.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that Steven Leath, President, or such person as may be acting as President, is hereby authorized and empowered to execute an Environmental Covenant for the Wire Road Parcel and related documents, which shall be reviewed as to form by legal counsel for Auburn University.

TO: STEVEN LEATH, President
THROUGH: RONALD BURGESS, Chief Operating Officer
THROUGH: DAN KING, Associate Vice President for Facilities
THROUGH: MARK STIRLING, Director of Real Estate
FROM: CHRIS O'GWYNN, RISK MANAGEMENT & SAFETY
SUBJECT: PROPERTY AND FACILITIES COMMITTEE

**WIRE ROAD LANDFILL: APPROVAL OF ENVIRONMENTAL
COVENANT**

DATE: MARCH 28, 2019

This memorandum requests that the following item be presented to the Board of Trustees, through the Property and Facilities Committee; and be included on the agenda of the meeting scheduled for April 12, 2019.

Proposal:

It is requested by the Alabama Department of Environmental Management (ADEM) that Auburn University create an Environmental Covenant to ensure that land use controls established for protection of human health and the environment are maintained in perpetuity. It is proposed that this Approval of Environmental Covenant be submitted to the Board of Trustees for approval through the Property and Facilities Committee.

Review and Consultation:

On January 9, 1939, Auburn University purchased 225 acres of land on Wire Road from Mattie L. Cullars. The land is across the street from the College of Veterinary Medicine and adjacent to the AU Equestrian Facility. This parcel is shown in Attachments 1 and 2. At some point during Auburn University's ownership, approximately two acres of the land was used as a landfill. It is also known as the "Wire Road Landfill." Waste was placed in ravines on the site, including garbage, scrap wood, tires, concrete, asphalt, ferrous metals, plastic disposable items, syringes, gloves, and animal manure as well as drums potentially containing pesticides. The University ceased using the landfill in June 1989 and it was closed under an approved closure plan in 2000. Closure activities included removal and disposal of tires, metal debris and appliances from the landfill. An engineered cap (hard packed clay and foliage) was installed to minimize water infiltration. ADEM approved the closure plan, which established maintenance and use restrictions to ensure the integrity of the engineered cap and prevent disturbance of the buried waste. These restrictions are incorporated into an environmental covenant.

Both the AU Hazardous Waste Site Operating Permit and ADEM Administrative Code require the University to create an Environmental Covenant to ensure that land use controls established for protection of human health and the environment are maintained in perpetuity. The required

language and format of the covenant is governed by ADEM's Uniform Environmental Covenants Program and related provisions of the Alabama Administrative Code. Once the covenant is established, the University must refrain from modifying the landfill cover and must complete and maintain on-going erosion control measures. The University also must report its compliance to ADEM on an annual basis. By law, the covenant restrictions will be attached to and run with the Wire Road Landfill parcel and will bind any subsequent owners of the property.

Both the Auburn University Real Estate Department and Facilities Management believe this Environmental Covenant to be in the best interest of the University.

Recommendation:

It is requested that the Board of Trustees of Auburn University authorize President Leath to execute an Environmental Covenant for the property described in Attachments 1 and 2. All documents consummating the Environmental Covenant shall be reviewed as to form by legal counsel for Auburn University.

Attachment 1
ADEM Environmental Covenant
Real Estate Map



Attachment 2
ADEM Environmental Covenant
Site pictures

SWMU #3 Wire Road Landfill Site Photos – 9/27/2017



Photo 1: Site entry gate



Photo 2: Signage



Photo 3: Landfill cover



Photo 4: Southern site boundary



Photo 5: Eastern site boundary

Attachment 1
ADEM Environmental Covenant
Real Estate Map



PROPERTY AND FACILITIES COMMITTEE

RESOLUTION

E.V. SMITH RESEARCH CENTER

APPROVAL OF MILSTEAD LEASE MODIFICATION

WHEREAS, in April 1998, the Auburn University Board of Trustees authorized a fifty-year ground lease of ten acres at the E.V. Smith Research Center to Milstead Farm Group, Inc. ("Milstead"), for the construction of a cotton gin and related uses; and

WHEREAS, in September 1998, the Board of Trustees approved an amendment to increase the leased acreage to twenty-five acres; and

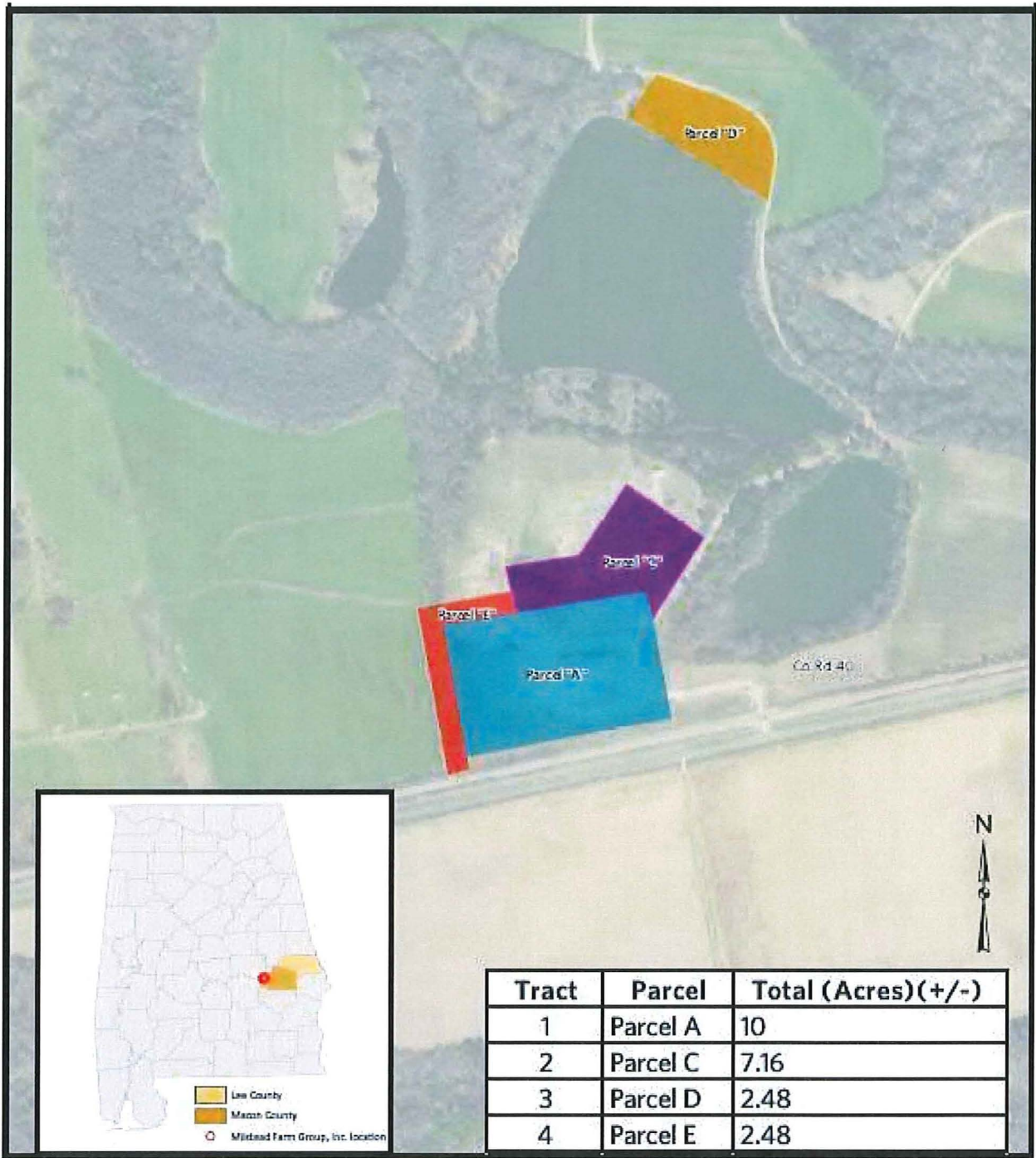
WHEREAS, Milstead has determined that a portion of the leased area – an approximately 2.5-acre parcel – is too wet to be used for cotton module storage, and Milstead has asked to amend the ground lease to substitute this parcel ("Parcel D") for an adjoining parcel of similar size that is owned by the University ("Parcel E") (both parcels depicted on Attachment 1); and

WHEREAS, the proposed lease amendment will enhance the cooperative partnership between the University and Milstead and will not interfere with any other planned use of the adjoining property by the University.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the lease amendment described above is in the best interest of Auburn University, in furtherance of its academic mission, and is undertaken for institution-related purposes designed to enhance the operation of Auburn University.

BE IT FURTHER RESOLVED that Steven Leath, President, or such person as may be acting as President, is hereby authorized and empowered to execute an amendment to the Milstead ground lease to substitute Parcel D for Parcel E, as described above, with such amendment to be reviewed as to form by legal counsel for Auburn University.

Attachment 1
E.V. Smith Research Center
Milstead Farm Group Lease Parcels Site Diagram



TO: STEVEN LEATH, President

THROUGH: RONALD BURGESS, Chief Operating Officer

THROUGH: DAN KING, Associate Vice President for Facilities

THROUGH: MARK STIRLING, Director of Real Estate

FROM: PAUL PATTERSON, Dean College of Agriculture; Director Alabama Agricultural Experiment Station

SUBJECT: PROPERTY AND FACILITIES COMMITTEE

E.V. SMITH RESEARCH CENTER: APPROVAL OF MILSTEAD LEASE MODIFICATION

DATE: MARCH 28, 2019

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 April 12, 2019.

Proposal:

Consistent with standing policy, it is proposed that the Milstead Farm Group, Inc. Lease Modification be presented to the Board of Trustees through the Property and Facilities Committee for appropriate action that will approve a lease amendment to substitute approximately 2.5 acres of property not suitable for Milstead's cotton seed or module storage for a similar-sized, adjacent parcel more suitable for these uses by Milstead.

Review and Consultation:

On April 3, 1998, the Auburn University Board of Trustees authorized execution of a ground lease of ten acres of University property located at the E.V. Smith Research Center to the for the construction of a cotton gin. In September 1998, the Board of Trustees approved an amendment to the Milstead lease to increase the acreage to 25 acres. The ground lease has a 50-year term and is in effect until April 2, 2048.

The Milstead Farm Group built and has operated the cotton gin for the past 21 years. They have proven to be both a good operator and partner to the University and its educational mission. Cotton industry personnel from around the world have toured and trained at Milstead's facility. In 2008, West African cotton ginner received on-site training as part of World Trade Organization programming and USAID funding. The Milstead site also serves as a tour location for multiple Alabama Cooperative Extension System events annually.

Milstead's production on the site has increased significantly over the years. Initially, the operation ginned a volume of approximately 20,000 bales of lint. Current production has increased to 65,000 bales, more than three times the starting output. Increasing the volume requires additional seed house storage to maximize the value of the cottonseed for the producers who gin with Milstead. Additional storage will broaden and optimize marketing strategies to capture overall value.

The original lease agreement with Milstead included four parcels of property on which to operate. "Parcel D" was later found to be too wet for cotton module storage and was never used by Milstead. Milstead has requested to substitute that property for "Parcel E" which is located immediately adjacent (west) and is a more suitable construction site for locating an additional storage warehouse. The University has no plans to use Parcel E, given its location and soil composition resulting from the previous owner's mining operation. The Director of E.V. Smith Research Center, Greg Pate, found that Parcel E is not under the current lease and is approximately the same size (2.48 acres) as the original Parcel D. Attachment 1 depicts the overall site and Parcels D and E.

The proposed lease amendment will enhance the cooperative partnership between the University and Milstead and will not interfere with any other planned use of the adjoining property by the University

This request was initiated by Milstead through the Director of the Alabama Agricultural Experiment Station (AAES), Dean Paul Patterson. The Director of the AAES indicates this request has been reviewed by the Director of E.V. Smith Research Center, and the Director of Real Estate. All groups recommend that the Milstead Lease Modification request be supported by the University.

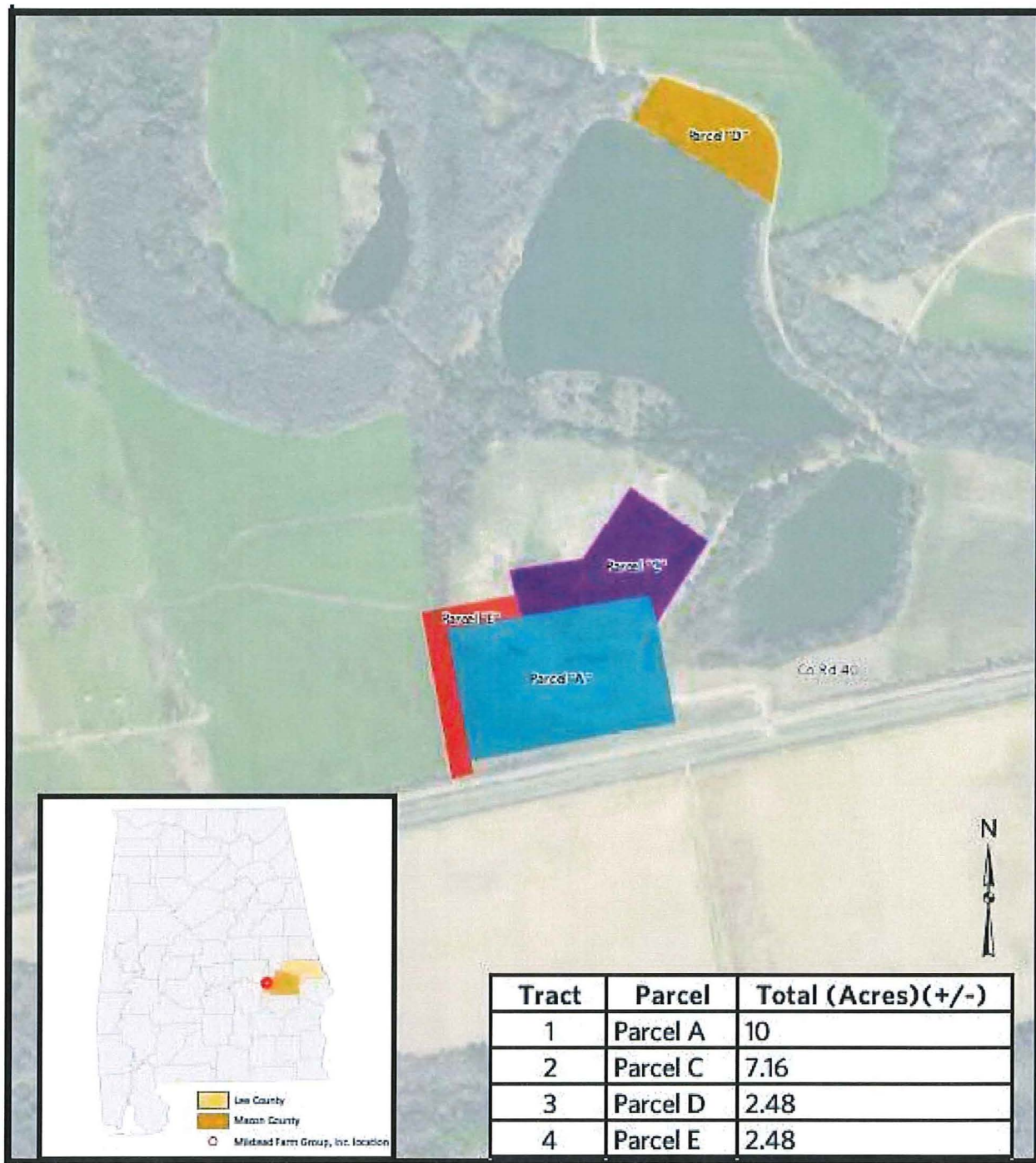
If you concur, it is proposed that a resolution initiating the Milstead Lease Modification be presented to the Board of Trustees for approval at the meeting scheduled for April 12, 2019.

Rationale for Recommendation:

Modification of this lease will allow for the construction of a storage warehouse and foster the increase in production volume of the cotton gin.

It is therefore appropriate that the proposed lease revisions be presented to the Property and Facilities Committee and, upon receiving endorsement by the Committee, be recommended to the full Board of Trustees for consideration of a resolution that authorizes the President to execute the lease with provisions deemed to be in the best interest of Auburn University. All such lease documents shall be reviewed as to form by the General Counsel of Auburn University.

Attachment 1
E.V. Smith Research Center
Milstead Farm Group Lease Parcel Site Diagram



TO: STEVEN LEATH, President
THROUGH: RONALD BURGESS, Chief Operating Officer
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE

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

DATE: MARCH 28, 2019

This is to request that the following proposal be submitted to the Property and Facilities Committee and included on the agenda of the Board of Trustees meeting scheduled for April 12, 2019.

Proposal:

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

Review and Consultation:

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

Rationale for Recommendation:

Consistent with the request of the Board of Trustees for a current status report of new construction/renovation/infrastructure projects with budgets greater than \$1,000,000, the attached listing is provided, *for information only*, to the Board through the Property and Facilities Committee for inclusion on the agenda of the meeting scheduled for April 12, 2019.

Data as of 03/04/2019

Auburn University Facilities Management

Current Capital Projects

(Spending across Multiple Years)

Summary of Cash Flow by Project Phase

<i>Project Phase</i>	<i>Previous Approved Budget Amount</i>	<i>Current Approved Budget Amount</i>	<i>Actual Spending to Date (across multiple years)</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2019</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2020 & Forward</i>
Substantial Completion	206,777,977	173,300,000	168,884,333	1,463,653	2,908,234 *
Construction	248,700,000	270,700,000	138,653,224	97,519,395	34,527,381
Design	44,346,070	233,231,428	12,131,563	50,934,012	170,165,853
Planning	8,093,266	14,023,266	895,021	4,782,679	8,345,566
Totals	507,917,313	691,254,694	320,564,141	154,699,739	215,947,034 *
Other Open Capital Projects	75,339,916	72,254,113	29,379,498	10,004,077	32,870,538
Grand Totals	583,257,229	763,508,807	349,943,639	164,703,816	248,817,572 *

* On the lines with asterisks, the sum of the spending columns does not equal the current approved budget figure. The reason relates to one closed project: (1) "AU Hotel & Dixon Conference Center - Comprehensive Renovation Of The Conference Center" project under budget by \$43,780.

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

Project Name	Project Phase	Original Approved Budget Amount	(A)		AU Bond Funding	Federal/ State or Local Funding	(B)		Estimated Spending Assuming Remainder of Budget for FY2020 & Forward	(C)	(A)-(B)-(C)	
			Current Approved Budget Amount	AU Funding (includes gifts/grants)			Actual Spending to Date (across multiple years)	Estimated Spending Assuming Remainder of Budget for FY2019		Current Encumbrances Against Project	Current Open Balance (Budget less Actuals and Encumbrances)	
SUBSTANTIAL COMPLETION PHASE												
AU Hotel & Dixon Conf Ctr - Comprehensive Renovation Of The Conference Center 15-274	COMPLETED	3,650,000	3,650,000	3,650,000			3,606,220	0	0	0	43,780	*
Risk Management and Safety Facility - New Building 15-150	Substantial Completion	2,800,000	2,800,000	2,800,000			2,636,543	63,457	100,000	0	163,457	
School of Nursing Facility 15-035	Substantial Completion	29,000,000	29,000,000	29,000,000			28,845,309	15,000	139,691	0	154,691	
Mell Classroom Building 11-209	Substantial Completion	25,000,000	35,000,000		35,000,000		34,805,265	44,735	150,000	39,641	155,094	
AU Rec. & Wellness Ctr - Basement, Build-Out For Personal Training & Weightlifting Center 16-249	Substantial Completion	2,900,000	2,900,000	2,900,000			2,870,916	29,084	0	2,672	26,412	
Broun Hall Building Wide Renovation 15-068	Substantial Completion	5,000,000	5,000,000	5,000,000			4,625,341	27,012	347,647	20,283	354,376	
President's House Renovation 14-296	Substantial Completion	15,200,000	15,200,000	15,200,000			14,853,160	50,000	296,840	29,605	317,235	
AU Regional Airport - South Ramp, New Maintenance Hangar 16-246	Substantial Completion	1,700,000	1,700,000	1,700,000			1,564,081	50,000	85,919	20,654	115,265	
Bailey Small Animal Hospital - Basement, Build-Out For Clinical Pharmacology Lab & Research Space 16-260	Substantial Completion	2,300,000	2,300,000	2,300,000			2,284,055	15,945	0	15,552	393	

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

<i>Project Name</i>	<i>Project Phase</i>	<i>Original Approved Budget Amount</i>	<i>(A)</i>		<i>AU Bond Funding</i>	<i>Federal/ State or Local Funding</i>	<i>(B)</i>		<i>Estimated Spending Assuming Remainder of Budget for FY2020 & Forward</i>	<i>(C)</i>	<i>(A)-(B)-(C)</i>	
			<i>Current Approved Budget Amount</i>	<i>AU Funding (includes gifts/grants)</i>			<i>Actual Spending to Date (across multiple years)</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2019</i>		<i>Current Encumbrances Against Project</i>	<i>Current Open Balance (Budget less Actuals and Encumbrances)</i>	
Gavin Engineering Research Laboratory - Comprehensive Renovations 14-308	Substantial Completion	16,750,000	18,000,000	18,000,000			17,510,058	489,942	0	407,800	82,142	
Jordan-Hare Stadium Gameday Support Facility and Locker Room Renovation 16-324	Substantial Completion	28,000,000	28,000,000	28,000,000			27,215,251	0	784,749	35,160	749,589	
Poultry Science Research & Education Ctr - New Administrative Building 16-040	Substantial Completion	2,950,000	2,950,000	2,950,000			2,890,823	59,177	0	27,802	31,375	
Jordan-Hare Stadium - Press Box Renovations 16-500	Substantial Completion	12,000,000	12,000,000	12,000,000			11,427,178	5,000	567,822	50,000	522,822	
Mell Street, West Samford Avenue, & Thach Avenue Traffic & Parking Improvements 15-311	Substantial Completion	4,000,000	4,000,000	4,000,000			3,649,434	5,000	345,566	249,199	101,367	
North Auburn - New Fisheries Biodiversity Research Laboratory 16-486	Substantial Completion	2,100,000	2,100,000	2,100,000			1,714,091	385,909	0	54,332	331,577	
AU Regional Airport - Aviation Education Facility 13-285	Substantial Completion	8,700,000	8,700,000	3,700,000		5,000,000	8,386,608	223,392	90,000	170,226	143,166	
Total Substantial Completion			173,300,000	133,300,000	35,000,000	5,000,000	168,884,333	1,463,653	2,908,234	1,122,926	3,292,741	*

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

<i>Project Name</i>	<i>Project Phase</i>	<i>Original Approved Budget Amount</i>	<i>(A)</i>		<i>AU Bond Funding</i>	<i>Federal/ State or Local Funding</i>	<i>(B)</i>		<i>Estimated Spending Assuming Remainder of Budget for FY2020 & Forward</i>	<i>(C)</i>	<i>(A)-(B)-(C)</i>	
			<i>Current Approved Budget Amount</i>	<i>AU Funding (includes gifts/grants)</i>			<i>Actual Spending to Date (across multiple years)</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2019</i>		<i>Current Encumbrances Against Project</i>	<i>Current Open Balance (Budget less Actuals and Encumbrances)</i>	
CONSTRUCTION PHASE												
Leach Science Ctr - Building Expansion & Partial Renovation 15-208	Construction	19,000,000	24,000,000	24,000,000			18,125,804	5,000,000	874,196	5,531,641	342,555	
Brown-Kopel Engineering Achievement Center 15-157	Construction	39,750,000	44,000,000	44,000,000			29,662,863	12,000,000	2,337,137	11,799,868	2,537,269	
Performing Arts Center - New Building 15-158	Construction	65,000,000	69,600,000	69,600,000			39,243,103	27,856,897	2,500,000	28,273,123	2,083,774	
Graduate Business Education Bldg 14-044	Construction	30,000,000	45,000,000	45,000,000			29,485,763	12,014,237	3,500,000	12,213,834	3,300,403	
South College Street Parking Deck 18-071	Construction	15,900,000	15,900,000	15,900,000			8,619,900	6,780,100	500,000	6,305,840	974,260	
North Auburn - New Poultry Infectious Disease Biocontainment Facility 16-485	Construction	2,700,000	2,700,000	2,700,000			919,468	1,280,532	500,000	1,486,705	293,827	
AU Equestrian Center - New Equestrian Team Support Building & Barn 17-088	Construction	5,000,000	5,000,000	5,000,000			2,413,523	2,236,477	350,000	2,090,710	495,767	
Campus Utility System Expansion	Construction	6,500,000	6,500,000	6,500,000			3,798,668	2,701,332	0	2,450,578	250,754	
Goodwin Hall - Renovation & Band Rehearsal Hall Addition 15-255	Construction	5,500,000	7,500,000	7,500,000			1,593,791	4,906,209	1,000,000	4,825,401	1,080,808	

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

Project Name	Project Phase	Original Approved Budget Amount	(A)		AU Bond Funding	Federal/ State or Local Funding	(B)		Estimated Spending Assuming Remainder of Budget for FY2020 & Forward	(C)	(A)-(B)-(C)		
			Current Approved Budget Amount	AU Funding (includes gifts/grants)			Actual Spending to Date (across multiple years)	Estimated Spending Assuming Remainder of Budget for FY2019			Current Encum- brances Against Project		Current Open Balance (Budget less Actuals and Encum- brances)
Student Activities Center - Auditorium, Renovation & Upgrades 15-321	Construction	7,000,000	7,000,000	7,000,000			1,067,384	5,432,616	500,000		4,008,851	1,923,765	
Lem Morrison Dr - Recreation Field Expansion 18-028	Construction	17,000,000	17,000,000	17,000,000			1,600,596	7,399,404	8,000,000		13,680,184	1,719,220	
Jordan-Hare Stadium - 3rd & 4th Levels, East Suite Renovations 18-100	Construction	4,500,000	4,500,000	4,500,000			1,226,267	2,470,029	803,704		942,502	2,331,231	
Miller Poultry Center - Poultry Farm Relocation Project (Phases III-VI) 17-302	Construction	22,000,000	22,000,000	22,000,000			896,094	7,441,562	13,662,344		13,964,322	7,139,584	
Total Construction			270,700,000	270,700,000	0	0	138,653,224	97,519,395	34,527,381		107,573,559	24,473,217	

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

<i>Project Name</i>	<i>Project Phase</i>	<i>Original Approved Budget Amount</i>	<i>(A)</i>		<i>AU Bond Funding</i>	<i>Federal/ State or Local Funding</i>	<i>(B)</i>		<i>Estimated Spending Assuming Remainder of Budget for FY2020 & Forward</i>	<i>(C)</i>	<i>(A)-(B)-(C)</i>	
			<i>Current Approved Budget Amount</i>	<i>AU Funding (includes gifts/grants)</i>			<i>Actual Spending to Date (across multiple years)</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2019</i>		<i>Current Encumbrances Against Project</i>	<i>Current Open Balance (Budget less Actuals and Encumbrances)</i>	
DESIGN PHASE												
Ag Heritage Park 98-333	Construction and Design Future Projects	2,666,320	2,666,320	2,666,320			1,427,581	0	1,238,739	0	1,238,739	
Moore Softball Complex - New Player Development Building & Seating Expansion 17-197	Construction Document	4,000,000	4,000,000	4,000,000			254,428	2,795,572	950,000	147,778	3,597,794	
Tony & Libba Rane Culinary Science Center - New Building 16-370	Construction Document	95,400,000	95,400,000	53,000,000	42,400,000		4,716,414	20,670,896	70,012,690	1,363,463	89,320,123	
Advanced Structural Testing Laboratory 17-255	Construction Document	22,000,000	22,000,000	10,000,000		12,000,000	670,732	4,332,317	16,996,951	298,880	21,030,388	
Academic Classroom & Laboratory Complex 15-034	Construction Document	83,000,000	83,000,000		83,000,000		5,043,370	17,489,157	60,467,473	2,523,226	75,433,404	
Central Dining Facility 17-049	Construction Document	26,000,000	26,000,000	26,000,000			0	5,500,000	20,500,000	0	26,000,000	
Village Dining Facility Renovation 18-446	Design	165,102	165,108	165,108			19,038	146,070	0	120,278	25,792	
Total Design			233,231,428	95,831,428	125,400,000	12,000,000	12,131,563	50,934,012	170,165,853	4,453,625	216,646,240	

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

Project Name	Project Phase	Original Approved Budget Amount	(A)		AU Bond Funding	Federal/ State or Local Funding	(B)		Estimated Spending Assuming Remainder of Budget for FY2020 & Forward	(C)	(A)-(B)-(C)	
			Current Approved Budget Amount	AU Funding (includes gifts/grants)			Actual Spending to Date (across multiple years)	Estimated Spending Assuming Remainder of Budget for FY2019			Current Encum- brances Against Project	Current Open Balance (Budget less Actuals and Encum- brances)
PLANNING PHASE												
Agricultural Sciences Research Building - New Facility 15-391	Pre-Design	170,500	170,500	170,500			150,900	0	19,600	0	19,600	
Interdisciplinary Science Building - New Facility 15-392	Programming	208,946	208,946	208,946			137,837	0	71,109	54,289	16,820	
Haley Center - Renovations For Relocation Of Mathematics & Statistics Department 16-110	Schematic Design	500,000	500,000	500,000			72,858	128,143	298,999	246,833	180,309	
New Residence Halls - Phase 1 16-371	Budget/Contra ct	60,000	60,000	60,000			48,000	12,000	0	2,000	10,000	
Plainsman Park Player Development Improvements 18-200	Design & Development	4,000,000	4,000,000	4,000,000			164,083	767,183	3,068,734	211,501	3,624,416	
Auburn Arena - Men's Locker Room & Practice Gymnasium, Renovation & Expansion 17- 119	Construction Document	3,000,000	3,000,000	3,000,000			192,573	2,245,942	561,485	120,186	2,687,241	
Jordan-Hare Stadium North Endzone Videoboard Improvements 17-038	Pre-Design	153,820	153,820	153,820			128,181	0	25,639	4,485	21,154	
Campus Parking Expansion (Phase I) - West Campus & Hay Fields 19-037	Pre-Design	30,000	30,000	30,000			589	29,411	0	22,750	6,661	
Northeast Campus Utility Expansion 18-481	Pre-Design	5,400,000	5,400,000	5,400,000			0	1,350,000	4,050,000	0	5,400,000	

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

<i>Project Name</i>	<i>Project Phase</i>	<i>Original Approved Budget Amount</i>	<i>(A)</i>		<i>AU Bond Funding</i>	<i>Federal/ State or Local Funding</i>	<i>(B)</i>		<i>Estimated Spending Assuming Remainder of Budget for FY2020 & Forward</i>	<i>(C)</i>	<i>(A)-(B)-(C)</i>	
			<i>Current Approved Budget Amount</i>	<i>AU Funding (includes gifts/grants)</i>			<i>Actual Spending to Date (across multiple years)</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2019</i>		<i>Current Encumbrances Against Project</i>	<i>Current Open Balance (Budget less Actuals and Encumbrances)</i>	
Auburn Research Park - Infrastructure Expansion 19-016	Budget/Contract	500,000	500,000	500,000			0	250,000	250,000	0	500,000	
Total Planning			14,023,266	14,023,266	0	0	895,021	4,782,679	8,345,566	662,044	12,466,201	

Current Capital Projects

ESTIMATED CASHFLOW MATRIX and ACTUAL SPENDING and ENCUMBRANCE ACTIVITY

<i>Project Name</i>	<i>Project Phase</i>	<i>Original Approved Budget Amount</i>	<i>(A)</i>		<i>AU Bond Funding</i>	<i>Federal/ State or Local Funding</i>	<i>(B)</i>		<i>Estimated Spending Assuming Remainder of Budget for FY2020 & Forward</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2019</i>	<i>(C)</i>		<i>(A)-(B)-(C)</i>
			<i>Current Approved Budget Amount</i>	<i>AU Funding (includes gifts/grants)</i>			<i>Actual Spending to Date (across multiple years)</i>	<i>Estimated Spending Assuming Remainder of Budget for FY2019</i>			<i>Current Encumbrances Against Project</i>	<i>Current Open Balance (Budget less Actuals and Encumbrances)</i>	
Other Open Capital Projects	Various Stages		72,254,113	70,507,447	250,000	1,496,666	29,379,498	10,004,077	32,870,538		11,001,998	31,872,617	
GRAND TOTAL			763,508,807	584,362,141	160,650,000	18,496,666	349,943,639	164,703,816	248,817,572		124,814,152	288,751,016	*

* On the lines with asterisks, the sum of the spending columns does not equal the current approved budget figure. The reason relates to one closed project: (1) "AU Hotel & Dixon Conference Center - Comprehensive Renovation Of The Conference Center" project under budget by \$43,780.

TO: STEVEN LEATH, President
THROUGH: RONALD BURGESS, Chief Operating Officer
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE

**QUARTERLY REPORT FOR PROJECTS COSTING MORE THAN \$500,000
BUT LESS THAN \$1,000,000 – 2nd QTR FISCAL YEAR 2019** *(For Information Only)*

DATE: MARCH 28, 2019

This memorandum requests the following proposal be presented to the Board of Trustees through the Property and Facilities Committee and included on the agenda of the meeting scheduled for April 12, 2019.

Proposal:

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

Review and Consultation:

Projects initiated in the 2nd Quarter of Fiscal Year 2019 and costing more than \$500,000 but less than \$1,000,000 are listed in the following table.

2nd Quarter FY 2019 Projects \$500,000 - \$1,000,000	Project Number	Account Number	Cost
Brown-Kopel Engineering Student Achievement Center - Non-Essential Furnishings	18-560	923333-102048-P100	\$910,000
Plainsman Park - Relocation Of Existing Utilities From Right Field Area	18-483	923347-102048-P100	\$850,000
Student Center - 3rd Floor, Interior Refurbishments & New Furnishings	18-246	923348-102048-P100	\$541,010

Rationale for Recommendation:

Consistent with standing policy, this report is submitted to the Board of Trustees through the Property and Facilities Committee for information at the meeting scheduled for April 12, 2019.

TO: STEVEN LEATH, President
THROUGH: RONALD BURGESS, Chief Operating Officer
FROM: DAN KING, Associate Vice President for Facilities
SUBJECT: PROPERTY AND FACILITIES COMMITTEE
PROJECT STATUS REPORT
DATE: MARCH 28, 2019

This memorandum requests the following information be presented to the Board of Trustees through the Property and Facilities Committee and included on the agenda at the meeting scheduled for April 12, 2019.

Proposal:

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

Review and Consultation:

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

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

- Agricultural Sciences Research Building
- Interdisciplinary Science Building

On hold
On hold

Projects in Design Stage:**Initiation Approved**

- Relocation of Sports Medicine and Other Team Functions from the Coliseum
- Haley Center Quad Renovation
- Jordan-Hare Stadium North Endzone Videoboard Improvements
- Campus Utilities System Expansion Improvements – New Chilled Water Plant
- New Student Housing – Phase I
- College of Education Building
- Campus Parking Expansion – Phase I
- Village View Dining Facility Renovation
- ARTF Infrastructure Expansion

On hold

On hold
On hold
Initiated June 2015

Initiated September 2016
Initiated November 2018
Initiated February 2019
Initiated February 2019
Initiated February 2019

Projects with Final Board of Trustees Approval:**Final Approval**

- Plainsman Park Player Development Improvements
- Jane B. Moore Softball Complex Player Development Improvements
- Auburn Arena Locker Room Renovation
- Academic Classroom & Laboratory Complex
- Central Dining Facility
- Tony and Libba Rane Culinary Science Center
- Advanced Structural Testing Laboratory
- Northeast Campus Utility Expansion

Approved April 2018
Approved April 2018

Approved April 2018
Approved February 2019
Approved February 2019
Approved February 2019
Approved February 2019
Approved February 2019

Projects in Construction Stage:

- Graduate Business Building
- Jay and Susie Gogue Performing Arts Center
- Brown-Kopel Engineering Student Achievement Center
- Leach Science Center Addition
- Poultry Infectious Disease Biocontainment Research Facility Relocation
- Band Building Phase III
- Campus Utilities System Expansion Improvements – Electrical Distribution Improvements
- Equestrian Facility Improvements
- South College Street Parking Deck
- Student Activities Center Renovation
- Recreation Field Expansion
- Poultry Research Farm Unit Relocation Phases III – VI
- Jordan-Hare Stadium East Suite Renovations Phase I

Approved September 2016
Approved February 2017
Approved February 2017
Approved April 2017
Approved April 2017

Approved April 2017
Approved June 2017

Approved November 2017
Approved April 2018
Approved April 2018
Approved June 2018
Approved September 2018
Approved September 2018

Projects Recently Completed:

- Fisheries Biodiversity Laboratory Relocation

ACADEMIC AFFAIRS COMMITTEE
AND
AUBURN UNIVERSITY AT MONTGOMERY COMMITTEE

RESOLUTION

CLOSURE OF THE BACHELOR OF ARTS IN SPANISH

WHEREAS, the AUM Bachelor of Arts in Spanish has only graduated four students since its inception; and

WHEREAS, there is insufficient demand in the Montgomery area to support a Bachelor of Science in Spanish at AUM; and

WHEREAS, there are no students enrolled in the Bachelor of Arts in Spanish; and

WHEREAS, the request to close the Bachelor of Arts in Spanish has been endorsed by the AUM faculty, the Dean of the College of Liberal Arts and Social Sciences, the Provost, the Chancellor, and Auburn University's President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the closure of the Bachelor of Arts in Spanish be approved and submitted to the Alabama Commission on Higher Education for review and approval and that the closure be submitted to the Southern Association of Colleges and Schools Commission on Colleges as a proposed substantive change requiring the approval of that body.



AUBURN

MONTGOMERY

OFFICE OF THE CHANCELLOR

Approved
3-19-19

TO: Dr. Steven Leath
President

FROM: Dr. Carl A. Stockton
Chancellor

SUBJECT: Proposed Board Agenda Item
Closure of the Bachelor of Arts in Spanish

Please consider including this proposal on the agenda of the April 12, 2019 meeting of the Board of Trustees.

Proposal: Auburn University at Montgomery (AUM) proposes to close the Bachelor of Arts in Spanish.

Review and Consultation: The faculty, the Dean of the College of Liberal Arts and Social Sciences, the Provost, and I have all reviewed and recommend the closure of the Bachelor of Arts in Spanish.

Rational for Recommendation: The Bachelor of Arts in Spanish was approved in Fall 2002 as part of a shared program with Auburn University but AUM only graduated four students since its inception. The program currently has no active students and should be closed. Closing AUM's Bachelor of Arts in Spanish will not adversely affect Auburn's Spanish program.

It is recommended that the proposal be submitted to the Board of Trustees through the Auburn Montgomery Committee and Academic Affairs Committee and placed on the agenda at the meeting scheduled for April 12, 2019. If the Board approves, the program closure will then be sent for notification to the Alabama Commission on Higher Education.

I am available to answer any questions you may have regarding this proposal.

Thank you for your kind attention.

AUBURN UNIVERSITY AT MONTGOMERY

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

www.aum.edu

ACADEMIC AFFAIRS COMMITTEE

AND

AUM COMMITTEE

RESOLUTION

CLOSURE OF THE BACHELOR OF SCIENCE IN ORGANIZATIONAL LEADERSHIP

WHEREAS, the AUM Bachelor of Science in Organizational Leadership has failed to meet the post-implementation requirements set forth by the Alabama Commission on Higher Education; and

WHEREAS, there is insufficient demand in the Montgomery area to support a Bachelor of Science in Organizational Leadership; and

WHEREAS, the two remaining students enrolled in the Bachelor of Science in Organizational Leadership will be allowed to finish their desired program; and

WHEREAS, the request to close the Bachelor of Science in Organizational Leadership has been endorsed by the faculty, the Dean of the College of Liberal Arts and Social Sciences, the Provost, the Chancellor, and Auburn University's President;

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the closure of the Bachelor of Science in Organizational Leadership be approved and reported to the Alabama Commission on Higher Education for review and approval and that the closure be submitted to the Southern Association of Colleges and Schools Commission on Colleges as a proposed substantive change requiring the approval of that body.



AUBURN

MONTGOMERY

OFFICE OF THE CHANCELLOR

TO: Dr. Steven Leath
President

FROM: Dr. Carl A. Stockton
Chancellor

Approved
[Signature] 3-19-19

[Signature]

SUBJECT: Proposed Board Agenda Item
Closure of the Bachelor of Science in Organizational Leadership

Please consider including this proposal on the agenda of the April 12, 2019 meeting of the Board of Trustees.

Proposal: Auburn University at Montgomery (AUM) proposes to close the Bachelor of Science in Organizational Leadership.

Review and Consultation: The faculty, the Dean of the College of Liberal Arts and Social Sciences, the Provost, and I have all reviewed and recommend the closure of the Bachelor of Science in Organizational Leadership.

Rational for Recommendation: The Bachelor of Science in Organizational Leadership was approved in Fall 2010 but failed to meet ACHE post-implementation conditions after five years and further failed to meet amended lesser post-implementation conditions. The program currently only has two active students. In order to free up resources for more fruitful programs, the program should be closed; the remaining students in the Organizational Leadership program will be allowed to finish their desired degrees.

It is recommended that the proposal be submitted to the Board of Trustees through the Auburn Montgomery Committee and Academic Affairs Committee and placed on the agenda at the meeting scheduled for April 12, 2019. If the Board approves, the program closure will then be sent for notification to the Alabama Commission on Higher Education.

I am available to answer any questions you may have regarding this proposal.

Thank you for your kind attention.

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AUM AND FINANCE COMMITTEE

RESOLUTION

PROPOSAL TO ESTABLISH PROFESSIONAL FEES FOR PROGRAMS IN THE COLLEGE OF NURSING AND HEALTH SCIENCES AT AUBURN UNIVERSITY AT MONTGOMERY

WHEREAS, the College of Nursing and Health Sciences is committed to providing the highest quality instruction to its students; and

WHEREAS, all programs within the College continue to experience increased student demand, resulting in the need for additional course sections, faculty, specialized software technology, and clinical space; and

WHEREAS, establishing a professional fee for students enrolled in the College would enable the departments to continue offering smaller classes and focused laboratory and clinical opportunities; and

WHEREAS, the proposed fee amounts align with similar program fees at peer institutions; and

WHEREAS, the College has effectively communicated the proposed fee to its primary stakeholders, including current students, faculty, staff, and alumni; and

WHEREAS, the request to establish a professional fee for the College has been endorsed by the AUM faculty, the Dean of the College of Nursing and Health Sciences, the Provost, the Chancellor, and the President of Auburn University.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that Dr. Steven Leath, President, or such other person as may be acting as President, be and the same is hereby authorized and empowered to implement the establishment of a Professional Fee for students enrolled in the College according to the following schedule:

1. Effective Summer 2019 for academic year 2018-19 and thereafter, the fee will be \$200.00 per semester for students enrolled in a Graduate Nursing Program;
2. Effective Summer 2019 for academic year 2018-19 and thereafter, the fee will be \$200.00 per semester for students enrolled in the Department of Medical Clinical Laboratory Science.
3. Effective Fall 2019 for academic year 2019-20 and thereafter, the fee will be \$200.00 per semester for students enrolled in the Department of Communication Disorders.



AUBURN

MONTGOMERY

OFFICE OF THE CHANCELLOR

20 March 2019

Approved
[Signature]
3-21-19

To: Dr. Steven Leath
President, Auburn University

From: Dr. Carl Stockton *[Signature]*
Chancellor, Auburn University at Montgomery

Subject: Proposed Board Agenda Item
Laboratory Fee Increase for Communication Disorders and Medical Laboratory
Science Programs and Establishment of Fees for the Graduate Nursing Program

Please consider including this proposal on the agenda of the April 12, 2019 meeting of the Board of Trustees.

Proposal:

The College of Nursing and Health Sciences is proposing a consistent laboratory fee for professional programs in the college: \$200.00 a semester for students enrolled in the Graduate Nursing Program, the Medical Laboratory Sciences (MLS) Program and the Communication Disorders (CD) Program.

Review and Consultation:

The faculty of all three units, the Dean of the College of Nursing and Health Sciences, the Provost, and I have all reviewed and recommend the new professional fee for all three programs.

Rationale for Recommendation:

The MLS courses use many consumable items included but not limited to chemicals, kits, tubes, plates, agar, organisms, and media. In addition, the Medical Laboratory Sciences Program has to provide expendable personal protective equipment supplies to insure student safety such as gloves, fluid impervious laboratory coats, and face shields. Communication Disorders laboratory courses use many consumable items including but not limited to: specula, tubes, domes, batteries, filters, tongue depressors, and gloves. Other needs in these classes are test kits, materials to create therapy activities, and articulation tools. Also, our audiology courses require the use of specialized equipment, which must be maintained and calibrated annually. The Graduate Nursing Programs are advanced practice programs and require additional laboratory and clinical resources for teaching. Students will be required to come to campus on several occasions to attend clinical intensive learning experiences. These clinical sessions include but

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are not limited to the following: use of advanced clinical assessment equipment such as otoscopes and ophthalmoscopes, pelvic examinations, suturing, advanced x-ray interpretation, and advanced electrocardiography interpretation. The fee structures currently in place are not sufficient to meet the needs of the programs and students in the College of Nursing and Health Sciences. Furthermore, the proposed fees are not out of line with peer institutions.

It is recommended that the new fee structure be submitted to the Board of Trustees through the Auburn University at Montgomery Committee and the Finance Committee and placed on the agenda at the meeting scheduled for April 12, 2019.

I am available to answer any questions you may have regarding this proposal.
Thank you for your kind attention.

ACADEMIC AFFAIRS COMMITTEE

FINANCE COMMITTEE

RESOLUTION

PROPOSED POLICY ON TUITION RATES FOR AUBURN UNIVERSITY
PATHWAY PROGRAMS

WHEREAS, pathway programs offer qualified transfer students the opportunity to attend Alabama's two-year institutions and, upon successful completion of identified coursework and other academic requirements, receive automatic admission to a four-year university; and

WHEREAS, Auburn University's 2019-2024 Strategic Plan calls for the institution to create affordable pathways for highly-motivated students from Alabama who desire to start their college careers at two-year institutions before transferring to the university; and

WHEREAS, Auburn University has the capacity and desire to provide high-quality pathway programs for qualified students from Alabama that will increase accessibility and promote stronger partnerships with Alabama's two-year institutions; and

WHEREAS, Auburn University has identified an opportunity with Southern Union State Community College to establish new pathway programs that support the institution's goals of increasing accessibility and that align with the State's goals of supporting transfer students and educating more Alabamians; and

WHEREAS, the newly created "Path to the Plains" program will benefit Alabama students by providing them with earlier exposure to a four-year campus and their pursued major, and by providing guaranteed admittance into students' program of choice upon completion of the pathway program, thus increasing their probability of graduating in a timely manner; and

WHEREAS, it is desirable that Auburn University develop enrollment guidelines, operational procedures, and competitive pricing structures that support the effective implementation of pathway programs at Southern Union State Community College and other two-year institutions.

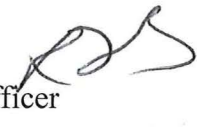
NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that Steven Leath, President, or such other person who is serving as President, is authorized to implement a pathway program for transfer students and to set tuition rates and required student fees for that program at amounts that are market competitive while recovering any additional costs for the program in accordance with existing state laws.





AUBURN UNIVERSITY

OFFICE OF THE PROVOST

TO: Steven Leath, President

THROUGH: Ronald Burgess, Chief Operating Officer 

THROUGH: Kelli Shomaker, Chief Financial Officer 

FROM: Bill Hardgrave, Provost and Senior Vice President for Academic Affairs 

SUBJECT: Proposal to Establish Tuition Rates for Pathway Programs

DATE: March 7, 2017

I am writing to request that the following resolution be added to the Board of Trustees' agenda for the April 12, 2019 meeting.

Proposal: In an effort to increase accessibility and promote a stronger partnership with Alabama's two-year institutions, Auburn University is engaging in a new program with Southern Union State Community College (SUSCC) to provide pathway programs for selected degrees. These pathways identify SUSCC and AU courses that lead to (1) students' completion of an associate degree, (2) admission into Auburn University, and (3) timely baccalaureate completion. The Provost's Office requests approval to establish tuition rates that support the affordability and accessibility goals of the program.

Rationale: As a land-grant institution, Auburn University believes that access and affordability are paramount in our efforts to expand and elevate educational opportunities in Alabama. The 2019-2024 Strategic Plan calls for the institution to create affordable pathways for highly-motivated Alabama students from diverse backgrounds who desire to start their college careers at two-year institutions before transferring to Auburn. Nearly 900 students transfer to Auburn University annually from two-year institutions to complete their bachelor's degrees. The new partnership with Auburn and SUSCC is an opportunity to support our institution's goals of greater accessibility, particularly among students that frequently encounter financial barriers, and aligns with the state's goals of supporting transfer students and educating more Alabamians.

In addition to a formal partnership with Auburn, the pathway programs increase the likelihood of student success upon transfer with the eventual awarding of an associate's degree. Benefits to students include earlier exposure to a four-year campus and their pursued major, guaranteed admittance into the program/department upon successfully completing the pathway courses, and increased probability of graduating in a timely manner, which is nearly impossible for students pursuing degrees in highly scaffolded accredited programs.

A key component of the pathway program is the ability to make Auburn coursework more financially accessible for qualifying students. For the SUSCC pathway program, it is requested

that the Board of Trustees approve an Auburn tuition rate that is equivalent to the SUSCC rate for the four semesters students are concurrently enrolled in both institutions (\$129 per credit hour in-state for 2019-2020) and waive the required Auburn student and professional fees for students jointly enrolled in the programs. Moreover, it is requested that the Board of Trustees authorize the University President to implement future pathway programs for transfer students and, following recommendations from the Provost and Chief Financial Officer, to set tuition rates for such programs at amounts that are market competitive while recovering any additional costs for the program in accordance with existing state laws.

Recommendation: It is recommended that the Board of Trustees approve the proposed policy on tuition for students participating in approved pathway programs between Auburn University and other two-year institutions in Alabama. The proposal has been reviewed by the Provost's Office, the Office of Budget Services, and the Office of Student Financial Services.

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED BACHELOR OF ARTS IN INTERNATIONAL STUDIES IN LIBERAL ARTS

WHEREAS, the College of Liberal Arts is committed to offering innovative academic programs designed to emphasize awareness of global issues and to preparing students to be engaged global citizens and professionals; and

WHEREAS, the College proposes to create a new interdisciplinary degree for students who desire to pursue internationally-focused careers; and

WHEREAS, offering a Bachelor of Arts in International Studies in Liberal Arts would provide students with coursework that emphasizes the communication, collaboration, and discipline-specific skills necessary to work in diverse cultural settings; and

WHEREAS, the proposed degree would require advanced foreign language study and an international experience that will benefit graduates as they seek professional careers in business, private industry, foreign and civil service, and non-profit work; and

WHEREAS, the request to create this degree has been endorsed by the Dean of the College of Liberal Arts, the University Curriculum Committee, the Provost, and the President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed Bachelor of Arts in International Studies in Liberal Arts be approved and submitted to the Alabama Commission on Higher Education (ACHE) for review and approval.



AUBURN UNIVERSITY

OFFICE OF THE PROVOST

TO: Steven Leath, President *RLB*
THROUGH: Ronald Burgess, ~~Chief~~ Operating Officer *RLB*
FROM: Bill Hardgrave, Provost and Senior Vice President for Academic Affairs *Bill Hardgrave*
SUBJECT: Proposed Bachelor of Arts in International Studies in Liberal Arts
DATE: March 18, 2019

I am writing to request that the following resolution be added to the Board of Trustees' agenda for the April 12, 2019 meeting.

Program Purpose and Description: Faculty in the College of Liberal Arts are proposing a new undergraduate degree in International Studies in Liberal Arts. The proposed interdisciplinary degree will prepare students for internationally-focused careers through coursework that emphasizes the communication, collaboration, and discipline-specific skills necessary to work in diverse cultural settings.

Justification for Request: The proposed degree will provide students with an interdisciplinary curriculum that addresses a broad range of social, political, cultural and economic topics as they relate to the global context. Designed to have a strong multicultural and global focus, the proposed degree requires advanced foreign language study and an international experience, skills that will benefit graduates as they seek professional careers in both business and the private sector, non-profit work, and foreign and civil service. The degree may also serve as a precursor for those students who desire to pursue graduate studies or law school. As part of the degree requirements, students will select a thematic concentration unique to a particular region of the world and will prepare for, participate in, and reflect on a period of internship or service learning within that area.

Building on the demand for the College's course in Global Fluency and increased interest in new programs offered by the Department of Foreign Languages and Literatures, it is expected that enrollment in the program is projected to be approximately ten students per year, with the expectation of a steady increase. All courses required to offer the proposed degree program are currently being offered across several academic departments; therefore, no new faculty or resources are required.

Recommendation: It is recommended that the proposed Bachelor of Arts in International Studies in Liberal Arts be approved by Auburn University's Board of Trustees and be forwarded to the Board of Trustees and the Alabama Commission on Higher Education for review and approval.



COLLEGE OF LIBERAL ARTS

OFFICE OF THE DEAN

TO: Bill Hardgrave
Provost and Senior Vice President for Academic Affairs

THROUGH: Joseph Aistrup
Dean, College of Liberal Arts

FROM: Giovanna Summerfield
Associate Dean, Educational Affairs, College of Liberal Arts

SUBJECT: Proposed Bachelor of Arts in International Studies in Liberal Arts

DATE: March 15, 2019

The College of Liberal Arts requests that the following proposal be added to the Board of Trustees' agenda for the April 12, 2019 meeting.

Program Purpose and Description: The College of Liberal Arts is proposing a new undergraduate interdisciplinary degree in International Studies in Liberal Arts. The proposed degree will prepare students for internationally-focused careers by providing them with the skill sets to communicate, collaborate, and work across national, cultural, linguistic, and socioeconomic boundaries.

Justification for Request: The development of contemporary societies has created an increasing demand for highly skilled, cross-cultural professionals. The proposed degree will provide students with advanced competencies necessary for addressing international issues, particularly as they relate to their identity within a global context. By incorporating advanced foreign language study and mandating an international experience, this degree fosters competencies necessary for students to function successfully in a global environment. Students will select a thematic concentration unique to a particular region of the world and will prepare for, participate in, and reflect on a period of internship or service learning within that area.

State Need: The few internationally-focused programs that are offered in the State of Alabama include concentrations such as international relations, international business, peace, and conflict. The proposed degree is modeled after similar programs at peer institutions, many of which have regional concentrations and include mandatory experiential learning and language training in the student's geographical region of choice. With an increasing presence of international companies in the state and a wide range of employment opportunities in and beyond Alabama, the proposed degree will prepare graduates to be engaged global citizens and professionals.

321 Tichenor Hall

Auburn, AL 36849-5223

Telephone:

334-844-4026

Fax:

334-844-2378

Employment Opportunities: Job placement data is impressive when looking at graduates in this major and includes employment in fields such as foreign service, international policy consulting, globalized businesses, nonprofit, and federal agencies, with many pursuing advanced degrees in the field.

According to the United States Agency for International Development (USAID), graduates with this degree are often selected for the Foreign Service and serve as Foreign Service Officers after three years, choosing either economic, management, or political or public diplomacy as their specialty area. According to the U.S. Bureau of Labor Statistics, projections for governmental employment show a ten percent increase, (those with language skills show an increase of twenty-nine percent), from 2014 to 2024, with managers expected to increase nine percent, and social scientists and legal careers expected to increase ten percent over the same time period. Regardless of the career field, every potential international employee should be well versed in the affairs of the diverse parts of the world, their culture, their language, and their economy. The U.S. Census Bureau indicates that the most-often reported careers for individuals who majored in international studies include lawyers, judges, teachers, management analysts, marketing and sales managers, executives, legislators, financial managers, social and community service managers, education administrators, human resources managers, public relations specialists, counselors, compliance officers, and health services managers.

Student Demand/Enrollment Projections: The College of Liberal Arts currently offers a course in Global Fluency that enrolls an average of 80 students per semester representing more than 20 majors. Beginning fall 2019, the Department of Foreign Languages and Literatures will offer Arabic language and culture, which would serve as one of the regional concentrations of the proposed degree. Moreover, students enrolled in Auburn's ROTC programs have specifically requested coursework in this language and region, as it directly relates to their future military or governmental employment. Student demand for the program is projected to be approximately ten students per year, with the expectation of a steady increase.

Resource Requirements: All courses necessary to offer the proposed degree program are currently being offered across several academic departments. No new faculty or facilities are required. The Associate Dean for Educational Affairs is the designated coordinator of this proposed degree and will assess the growth of the program and determine if a staff member is needed to assist with its coordination.

Recommendation: It is recommended that the proposed Bachelor of Arts in International Studies in Liberal Arts be approved by the Offices of the Provost and the President and be forwarded to the Board of Trustees and the Alabama Commission on Higher Education for review and approval.

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED MASTER OF SCIENCE IN EDUCATIONAL RESEARCH, MEASUREMENT, AND EVALUATION

WHEREAS, the College of Education is committed to offering academic programs designed to train professionals on effective techniques, methodologies, and assessment tools necessary for applied research and evaluation in educational and community organizations; and

WHEREAS, the establishment of a Master of Science in Educational Research, Measurement, and Evaluation would address the increasing demand for professionals who possess such skills across the education disciplines; and

WHEREAS, the establishment of a Master of Science in Educational Research, Measurement, and Evaluation would provide both current students and practicing professionals with a means of enhancing their credentials; and

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

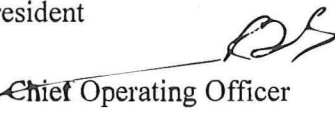
NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed Master of Science in Educational Research, Measurement, and Evaluation (to be offered both on-campus and online) from the College of Education be approved and submitted to the Alabama Commission on Higher Education for review and approval.




AUBURN UNIVERSITY

OFFICE OF THE PROVOST

TO: Steven Leath, President

THROUGH: Ronald Burgess,  Chief Operating Officer

FROM: Bill Hardgrave, Provost and Senior Vice President for Academic Affairs 

SUBJECT: Proposed Master of Science in Educational Research, Measurement, and Evaluation

DATE: March 7, 2019

I am writing to request that the following resolution be added to the Board of Trustees' agenda for the April 12, 2019 meeting.

Proposal: It is recommended that the Board approve the proposed establishment of the Master of Science in Educational Research, Measurement, and Evaluation in the College of Education.

Review and Consultation: Faculty in Department of Educational Foundations, Leadership, and Technology have proposed a new degree program (to be offered both on-campus and online) for qualified individuals who desire advanced coursework and applied research in the evaluation of educational and community organizations. Requiring a practicum experience, the proposed degree will enable students to apply research and evaluation methods through opportunities with various community organizations, many of which have existing relationships with the college. Graduates of the program will have diverse employment opportunities, including Alabama's K-12 and higher education systems, in addition to government and accrediting agencies, research and evaluation firms, insurance agencies, and national testing companies. In 2011, the department established a graduate certificate in Program Evaluation, which has grown in enrollment along with demand for the courses required by the proposed degree. Projected enrollment is an average of five to seven students annually. The proposed degree requires the successful completion of 36 semester hours and does not require any additional resources or space. The required coursework will be taught by existing faculty within the Department of Educational Foundations, Leadership, and Technology.


Recommendation: It is recommended that the Board approve the proposed Master of Science in Educational Research, Measurement, and Evaluation. The proposed degree was reviewed and approved by Auburn University's Graduate Council in fall 2018 and has been approved by 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.





AUBURN UNIVERSITY

EDUCATIONAL FOUNDATIONS,
LEADERSHIP AND TECHNOLOGY

TO: Dr. Bill Hardgrave
Provost and Vice President for Academic Affairs

THROUGH: Dr. Betty Lou Whitford 
Dean, College of Education

Dr. George Flowers 
Dean, Graduate School

FROM: Sheri Downer 
Head, Department of Educational Foundations, Leadership, and
Technology

DATE: March 7, 2019

RE: Proposed Master of Science in Educational Research, Measurement, and
Evaluation (on-campus and distance)

The College of Education requests that the following proposal be added to the April 12, 2019 meeting of the Auburn University Board of Trustees.

Program Purpose and Description: Faculty in the Department of Educational Foundations, Leadership and Technology are proposing the creation of a new Master of Science (M.S.) in Educational Research and Evaluation for both on-campus and distance delivery. The goal of the program is to teach students the foundational competencies necessary for applied research and evaluation in educational and community organizations. In addition to coursework, the program requires a practicum experience that allows students to apply the skills acquired in research and evaluation methods to real-world situations. Students will benefit from the department's existing relationships with practicum sites, such as the Offices of Institutional Research and Academic Assessment, the Auburn Center for Evaluation, the Alabama Cooperative Extension Service, the Lee County school systems, and other community organizations such as the Boys and Girls Club.

Justification for Request: The college currently offers a graduate certificate in Program Evaluation that requires 18-semester hours of coursework related to research and evaluation methods. In addition, the college offers a Ph.D. program in Educational Psychology in which many students focus on research and evaluation methods as part of their doctoral research in

preparation for careers in academia. Requiring 36 hours, the proposed master's-level program will give students a competitive degree offering for employment as program evaluators, survey researchers, institutional researchers and assessment specialists in a variety of educational or community settings. Graduates from the proposed program will be well-prepared for doctoral studies and will also earn the program evaluation certificate.

State Need: There are no Masters' degrees in Educational Research and Evaluation offered in the State of Alabama, and very few in the south. Examples of regional institutions that offer comparable programs include the University of North Carolina at Chapel Hill, the University of Virginia, Florida State University, the University of South Carolina, and the University of Miami.

Employment Opportunities: Graduates from this program will be prepared to work in a variety of professional settings, including universities, governmental agencies (such as the Department of Education), research and evaluation firms, research hospitals, insurance companies, national testing companies, and school systems (in research and development). State-wide and nationally, school systems, community colleges, and universities employ assessment and evaluation specialists, institutional researchers, program evaluators and accreditation specialists.

The transferability of research and evaluation skills acquired in the program can lead to additional employment opportunities in related and attainable fields. Research reports suggest that more than 360,000 new positions for data and analytics talent could be realized during 2017 to 2020. The Bureau of Labor Statistics suggests that, during the next ten years, additional opportunities will be available for applied statisticians (34% growth; 13,500 jobs), market researchers (24% growth, 140,000 jobs) and instructional and assessment coordinators (11% growth, 17,000 jobs).

Student Demand – Enrollment Projections: Other than the proposed practicum, the courses required for the proposed program are currently taught in the department. Enrollments in these courses have increased 36.5% since 2015, growing from 399 graduate students in the 2015-16 academic year to 545 in the 2018-19 academic year. Summer enrollments have also increased from 119 to 161 (35% increase) over the past two summers. The number of students pursuing a Graduate Certificate in Program Evaluation has also increased; of the 38 students who have completed this certificate, 23 have done so in the past 3 years. Given these enrollments and certificate completions, we project an annual enrollment of 5 to 7 students annually within the first 3 years and approximately 20 graduates within the first 5 years.

Resource Requirements: The anticipated initial student enrollment can be absorbed in the current curriculum, and existing staff can absorb the administrative tasks necessary to coordinate the practicum experience. If the program grows significantly over the next 2 - 3 years, additional faculty resources will be necessary to support the increased demand. No additional coursework needs to be developed.

Recommendation: The College of Education requests that the Office of the Provost approve the request for the on-campus and distance offerings of the proposed Master of Science in Educational Research, Measurement, and Evaluation.

Master in Science proposed program in Educational Research, Measurement, and Evaluation Curriculum Guide

Course Number and Title	Credit Hours
Required Foundational Coursework (18 hours)	18
ERMA 7200/6 – Introduction to Educational Research (3)	
ERMA 7210/6 – Theory and Methodology of Qualitative Research (3)	
ERMA 7300/6 – Design and Analysis 1 (3)	
ERMA 8100/6 – Program Evaluation (3)	
ERMA 8200/6 – Survey Research Methods (3)	
ERMA 7910/6 – Practicum (3)	
Advanced Methods – More methods (9 hours from the following courses)	9
ERMA 7100 – Educational Measurement (3)	
ERMA 7220 – Applied Qualitative Methods (3)	
ERMA 7310/6 – Design and Analysis 2 (3)	
ERMA 7320/6 – Applied Quantitative Methods (3)	
ERMA 7400 – Mixed Methods Research (3)	
ERMA 7410 – Research Methods for Social Justice and Equity (3)	
ERMA 7970/6 – Special Topics (3)	
ERMA 8120 – Teacher Evaluation (3)	
ERMA 8210/6 – Preparing Research for Publication (3)	
ERMA 8320/6 – Design and Analysis 3 (3)	
ERMA 8330 – Non-Parametric Analysis (3)	
ERMA 8340 – Structural Equation Modeling (3)	
ERMA 8350 – Advanced Measurement Theory (3)	
Advisor-Approved Applied Area (9 hours)	9
Total Hours	36

ACADEMIC AFFAIRS COMMITTEE

RESOLUTION

PROPOSED CLOSURE OF THE PROGRAMS LEADING TO THE MASTER OF SCIENCE AND THE MASTER OF AGRICULTURE IN SOIL, WATER, AND ENVIRONMENTAL SCIENCE

WHEREAS, the College of Agriculture is a member of AG*IDEA, a national consortium of universities that offer programs and courses to students across agricultural disciplines; and

WHEREAS, in 2014, the college established online degree programs leading to the Master of Science and the Master of Agriculture in Soil, Water, and Environmental Science as part of the consortium, offering advanced coursework to students from participating institutions; and

WHEREAS, in 2017, the AG*IDEA Board of Directors elected to discontinue the program due to low levels of student enrollment and limited offerings among participating institutions; and

WHEREAS, the Department of Crop, Soil, and Environmental Science has proposed the closure of the Master of Science and Master of Agriculture in Soil, Water, and Environmental Science as part of the consortium and will continue to offer a Master of Science and a Master of Agriculture in Crop, Soil, and Environmental Science; and

WHEREAS, no students are currently enrolled in the programs and no new students will be admitted; and

WHEREAS, the proposal to close the Master of Science and Master of Agriculture in Soil, Water, and Environmental Science, effective August 19, 2019, has been approved by the Dean of the College of Agriculture, the University Curriculum Committee, the Academic Program Review Committee, the Provost, and the President.

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed closure of the Master of Science and Master of Agriculture in Soil, Water, and Environmental Science be approved and reported to the Alabama Commission on Higher Education for review and approval and that the closure be submitted to the Southern Association of Colleges and Schools Commission on Colleges as a proposed substantive change requiring the approval of that body.



AUBURN UNIVERSITY

OFFICE OF THE PROVOST

March 8, 2019

MEMORANDUM TO: Steven Leath
President

THROUGH: Ronald Burgess *RSB*
Chief Operating Officer

FROM: Bill Hardgrave *Bill Hardgrave*
Provost and Senior Vice President for Academic Affairs

SUBJECT: Agenda Item for the Board of Trustees – Proposed Closure of the MS/MAG in Soil, Water and Environmental Science

I am writing to request that the following item be added to the Board of Trustees' agenda for the April 12, 2019 meeting.

Proposal: Following a careful review of its programs, faculty in the College of Agriculture are recommending the closure of the Master of Science and Master of Agriculture in Soil, Water and Environmental Science, effective August 19, 2019.

Review and Consultation: The Department of Crop, Soil, and Environmental Science has proposed that the online Master of Science and Master of Agriculture programs in Soil, Water and Environmental Science, as part of the AG*IDEA Consortium, be closed. The programs were established in 2014 as part of Auburn's participation in AG*IDEA, a national consortium of universities that offer programs and courses to students in agriculture disciplines. While Auburn successfully recruited students from other universities to its programs, other participating institutions were unable to offer enrollment opportunities to Auburn students in Soil, Water and Environmental Science. In 2017, the AG*IDEA Board of Directors agreed to discontinue the program due to its low enrollment. There are currently no students enrolled in the program. The department will continue to offer a Master of Science and a Master of Agriculture in Crop, Soil and Environmental Science, and will no longer offer courses through the consortium. I am confident that the closure of these degree programs is necessary to provide our students with the greatest opportunity for academic and professional success.


Recommendation: I recommend that the Board of Trustees approve the proposal to close the degree programs in MS/MAG in Soil, Water and Environmental Science, effective August 19, 2019. Following Board approval, I recommend these actions be submitted to the Alabama Commission on Higher Education for review and approval and submitted to the Southern Association of Colleges and Schools Commission on Colleges as a proposed substantive change requiring the approval of that body.



AUBURN UNIVERSITY

COLLEGE OF AGRICULTURE

TO: Bill Hardgrave
Provost and Senior Vice President for Academic Affairs

FROM: Paul Patterson 
Dean, College of Agriculture

SUBJECT: Proposed Closure of the MS/MAG in Soil, Water and Environmental Science

DATE: March 18, 2019

Proposal: The College of Agriculture is proposing the closure of the MS/MAG in Soil, Water and Environmental Science, effective August 19, 2019.

Review and Consultation: In 2014, the Department of Crop, Soils, and Environmental Sciences (at the time, the Department of Agronomy and Soils) created new online graduate degree programs, the MS/MAG Soil, Water, and Environmental Science, as part of the AG*IDEA consortium. The degree programs were part of a multi-institutional online consortium that relied on inter-institutional online course share for degree completion.

In 2017, the consortium discontinued the program due to low enrollment; thus, courses from other institutions are no longer available to Auburn students. Students interested in pursuing an online MS/MAG degree in this department still have the option of completing a MS/MAG in Crop, Soil, and Environmental Science which currently has over 40 students enrolled and maintains long-term viability. Initially, one of the draws of the Soil, Water, and Environmental Science program was the name, which included “environmental science,” and was more attractive to professionals than the existing MS/MAG programs. In 2015, the department changed its name from the Department of Agronomy and Soils to the Department of Crop, Soils, and Environmental Sciences, thus changing the unit’s degree names also.


Recommendation: The request to close this program has been reviewed by the Graduate Council and the Academic Program Review Committee, and both groups concur with this recommendation. If approved, the college will close this major on August 19, 2019. There are no students currently enrolled in the Soil, Water, and Environmental Science program. Future prospective online master’s students will be able to enroll in the online MS/MAG Crop, Soils, and Environmental Science degree program.




AUBURN UNIVERSITY

OFFICE OF THE PROVOST

TO: Steven Leath, President

THROUGH: Ronald Burgess, Chief Operating Officer 

FROM: Bill Hardgrave, Provost and Senior Vice President for Academic Affairs 

SUBJECT: Academic Affairs Committee - Information Items

DATE: March 18, 2019

This memorandum requests the following items of information be presented to the Board of Trustees Academic Affairs Committee for the April 12, 2019 meeting.

The following academic programs and changes have been approved for implementation by the Provost's Office. While they do not require formal approval by the Board of Trustees, they are hereby presented as items of information. Each has received the support of the appropriate college or school, the University Curriculum Committee, the Graduate Council, and the Provost's Office. Following the Board of Trustees meeting, these programs will be forwarded to the Alabama Commission on Higher Education (ACHE) for the appropriate notification.

1. ***Graduate Certificate in Supply Chain Management Innovation, Harbert College of Business:*** The Harbert College of Business has received approval to establish a new 12-hour graduate certificate in Supply Chain Management Innovation, offered both on-campus and online. Designed for professionals and students in the high-demand field of supply chain, the certificate provides advanced coursework in integrated supply chain concepts and practices, including the execution, control, and monitoring necessary for managing quality supply chain operations. Building on the college's top-ranked undergraduate program in Supply Chain Management, the certificate expands the program to the graduate arena and permits students to apply the credits to other applicable master's degrees. The certificate does not require any additional resources, faculty, or space.
2. ***Graduate Certificate in Cybersecurity Engineering, Ginn College of Engineering:*** The Ginn College of Engineering has received approval to establish a new nine-hour graduate certificate in Cybersecurity Engineering, offered both on-campus and online. The certificate addresses the national demand for professionals who work to protect and defend cyber infrastructures and networks, and provides advanced coursework in software engineering, forensics, systems operations, and computer science. The certificate does not require any additional resources, faculty, or space.

3. ***Graduate Certificate in Modeling and Data Analytics for Operations, Samuel Ginn College of Engineering:*** The Ginn College of Engineering has received approval to establish a new 12-hour graduate certificate in Modeling and Data Analytics for Operations, offered both on-campus and online. Drawing on faculty expertise in the Industrial Engineering program, the certificate emphasizes the knowledge and skills necessary for strategically analyzing information from large data sets, as well as solving problems by computational modeling, simulation, and optimization. Students who complete the certificate will be prepared for various positions in industry, business, manufacturing, engineering, and other service-related industries. The certificate does not require any additional resources, faculty, or space.
4. ***Distance Education Version of the Master of Natural Resources (Non-Thesis Option), School of Forestry and Wildlife Sciences:*** The School of Forestry and Wildlife Sciences has received approval to create a distance version of the existing Master of Natural Resources (Non-Thesis Option). The School currently offers a Master of Natural Resources for students seeking advanced knowledge and skills in the development of ecological, economic, and social systems as they relate to natural resources. The distance education version mirrors the on-campus program, and both are designed to offer students a competitive program of study in developing analytical and problem-solving skills associated with complex natural resources issues.



AVIATION MNGT

BUSINESS ANALYTICS




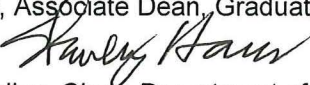


INFORMATION
SYSTEMS MNGT

SUPPLY CHAIN MNGT.

AUBURN UNIVERSITY

RAYMOND J. HARBERT
COLLEGE OF BUSINESS

Systems & Technology

To: Dr. Bill Hardgrave, Provost & Vice President for Academic Affairs 
Through: Dr. George Flowers, Dean of the Graduate School 
Through: Dr. Annette L. Ranft, Dean, Harbert College of Business 
From: Dr. Stan Harris, Associate Dean, Graduate and International Programs, Harbert College of Business 
Dr. David Paradise, Chair, Department of Systems & Technology, Harbert College of Business 
Dr. Glenn Richey, Harbert Eminent Scholar, Department of Systems & Technology, Harbert College of Business 

Date: January 30, 2019

Subject: Item for the Board of Trustees – Proposed Certificate in Supply Chain Management Innovation

We are writing to request that the following item be added to the Board of Trustees' agenda for their next meeting.

Proposal: The Department of Systems and Technology and Supply Chain Management (SCMN) area of the Harbert College of Business (HCoB) proposes the addition of a certificate in Supply Chain Management Innovation (SCMI) to the existing certificate program offerings in the Harbert College of Business. The HCoB's Graduate Programs office and HCoB senior administration fully support the development of this certificate. The Supply Chain Management Innovation (SCMI) certificate will be added to the existing certificates of Business Analytics, Accountancy, and Information Systems.

The program will target a deep pool of recent graduates, senior executives, consultants, thought leaders, military personnel, and co-enrolled masters students interested in entering the field of supply chain management. Targets include individuals who reside in North America, Europe, Asia and other parts of the world. These individuals will have the desire and capability to develop advanced management and analytical skills for application to their supply chain challenges and opportunities.

We are proposing to use a series of four existing SCM courses to comprise this Graduate Certificate in SCMI. This certificate will initiate our first graduate offering in SCM fit within the portfolio of Supply Chain outreach and educational options that Auburn University delivers through the Center for Supply Chain Innovation.

This SCMI certificate can stand alone – or be applied as 9 credits toward other applicable Master's degrees such as the Master of Business Administration. Applicants would need to apply to and be accepted in those programs according to their admission standards.

This program would be available on-campus (synchronously – available according to the schedule when taught on campus), online (asynchronously – available on demand) or through the Executive MBA Program format.

Justification for Request: The SCMI certificate offering is in response to President Leath's desire to "dramatically expand and grow" Auburn's graduate offerings enhanced by the increasing competencies of the Harbert College of Business in the domain of Supply Chain Management and recent construction of the new graduate school. The SCMI certificate will allow Auburn's top-ranked undergraduate program in Supply Chain Management (rated #3 in 2018 by Gartner) to grow in the graduate arena and reach a larger group of stakeholders. It will provide reach into national and international communities that we both currently do and do not yet serve.

State Need: Offering this SCMI will meet a current need in the marketplace and is supported by existing faculty resources. It will expand Auburn's reach and build upon its already solid reputation of excellence in this area. These courses are already being taught on campus and will be recorded and delivered online and offered as a concentration within our existing MBA programs.

Employment Opportunities: Supply chain management is a \$1.3 trillion industry and continues to grow each year. It was recently reported that more than 11 million people were working in the supply chain field. Research from the Supply Chain Talent Academic Initiative found that demand for supply chain professionals exceeds supply by a 6 to 1 ratio, according to Nick Little, Assistant Director of Executive Development Programs at Michigan State University. Executives have told Auburn faculty that this certificate is needed to assist in increasing the talent supply and retaining supply chain professionals especially with the growth of manufacturing in our region. The U.S. Roadmap for Material Handling and Logistics reports there will be 1.4 million new jobs in the supply chain industry by the end of 2018. The 2016 Peerless Research Group (PRG)/Logistics Management annual salary survey showed supply chain professionals earned an average salary of \$105,575.

Student Demand – Enrollment Projections: These courses are currently being taught in the Department of Systems and Technology within the Harbert College of Business. We propose to continue those as the on-campus / on-line offering for this Certificate. We will also add a concentration within the (Executive) MBA Programs and offer it as a stand-alone product in the marketplace. We currently enroll over 45 students a year in each of these courses with consistent growth, and expect continued growth as the certificate is offered in the marketplace.

Resource Requirements: We plan to utilize the Media Production Group to produce these courses for delivery in the Executive marketplace. The CSCI advisory board and alumni working in SCM to help identify key issues to be addressed. The Graduate Executive Programs Office is funding this initiative.

Recommendation: It is recommended that the proposed Graduate Certificate in Supply Chain Management Innovation be approved by the Offices of the Provost and the President and be forwarded on to the Board of Trustees and the Alabama Commission on Higher Education for review and approval.

**Auburn University Graduate Certificate in
Supply Chain Management Innovation**

The Graduate Certificate in Supply Chain Management Innovation requires successful completion of the following four courses:

BUSI 7150/7156 Operational Excellence through Supply Chain and Quality Management (3 hrs)

An examination of the strategic roles of supply chain and quality management in the creation of outstanding product and service operations.

SCMN 7600/7606 Supply Management and Manufacturing (3 hrs)

The management of purchasing, supply and materials management, and manufacturing processes related to the fulfillment of supply chain requirements.

SCMN 7700/7706 Demand Management & Fulfillment (3 hrs)

The management of logistical processes related to the fulfillment of supply chain requirements. Primary topics include integrated planning, operations, and performance analysis of demand, inventory, transportation, distribution, and customer relationships.

SCMN 7800/7806 Supply Chain Strategy (3 hrs)

Advanced study of integrated supply chain theory, strategy, and practice. Topics include network design, collaboration, inventory visibility, process synchronizing, information management, and financial analysis.

Total Hours in Graduate Certificate: 12

COMPUTER SCIENCE
AND
SOFTWARE ENGINEERING



AUBURN UNIVERSITY
SAMUEL GINN
COLLEGE OF ENGINEERING

TO: Bill Hardgrave *Bill Hardgrave*
Provost and Senior Vice President for Academic Affairs

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

THROUGH: Christopher Roberts *Chris Roberts*
Dean, Samuel Ginn College of Engineering

FROM: N. Hari Narayanan *N. Hari Narayanan*
Chair, Department of Computer Science and Software Engineering

DATE: 18 February 2019

SUBJECT: Proposed Graduate Certificate in Cybersecurity Engineering

The Samuel Ginn College of Engineering requests that the following proposal be added to the April 12, 2019 meeting of the Auburn University Board of Trustees.

Program Purpose and Description: Faculty in the Department of Computer Science and Software Engineering (CSSE) are proposing a new Graduate Certificate in Cybersecurity Engineering (GCRT-CYBE), to be offered both on-campus and online beginning fall 2019. The creation of the certificate reflects a growing demand to equip future software engineers and computer scientists with the advanced techniques and skills necessary to analyze, develop, investigate, protect, and defend computer information systems. The certificate program requires the successful completion of nine credit hours, including courses in digital forensics, computer and network security, and advanced computer and network security. These courses also serve as required coursework for the existing Master of Cybersecurity Engineering degree and can be either a standalone program or be applied as credits toward other applicable graduate degrees. As developed, the certificate compliments the existing Graduate Certificate in Business's Cybersecurity Management Certificate offered through the Harbert College of Business.

Justification for Request: With an emphasis on engineering and technical aspects of cybersecurity, the certificate addresses the growing social threat of cybersecurity by offering advanced training in a format that is accessible to on-campus students from Alabama and beyond. In addition to providing additional skills and credentials for professionals in the growing field of cybersecurity, the certificate strengthens the institution's reputation for offering academic and research programs within the field.

State Need: According to government and industry labor indexes, the cybersecurity workforce remains in critically short supply. Training programs are being used as a stop-gap measure, but these programs are designed to convey specific skills rather than underlying fundamental principles. Government and industry are turning to higher education to provide a knowledgeable, as well as skilled, workforce.

Employment Opportunities: Notable security breaches in high-profile organizations, such as Equifax, the Securities and Exchange Commission, Yahoo, Home Depot, Target, etc., have resulted in increased consumer demand for greater cybersecurity measures. Industry is poised to spend an estimated \$1 trillion on combatting cybercrime, and demand for skilled professionals is high. The Federal Bureau of Labor Statistics projects an 18% job growth over the next 10 years, citing information security as growing "much faster than the average for all occupations." Industry observers estimate a much higher growth, suggesting that global workforce shortages could reach 1.5 million by 2019.

Career and College Readiness/Preparation -- Projected Job Openings

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Local	5	6	8	11	14	44
State	432	558	720	930	1,201	3,841
SREB	14,966	19,328	24,962	32,239	41,636	133,131
Nation	57,679	74,493	96,208	124,252	160,472	513,103

Career Enhancement -- Existing Employment Statistics for Non-advance Degreed Professionals

	Year 1	Year 2	Year 3	Year 4	Year 5
Local	500	645	832	1,073	1,385
State	30,990	31,416	31,847	32,285	32,728
SREB	1,074,210	1,088,964	1,103,921	1,119,084	1,134,454
Nation	4,140,148	4,197,013	4,254,659	4,313,097	4,372,337

The tables above demonstrate (1) the estimated number of job openings in cybersecurity requiring education beyond the baccalaureate degree, and (2) the number of currently employed professionals in the field that lack a graduate degree.

Nation: The Bureau of Labor Statistics (BLS) estimates that job openings due to growth and replacements for "Computer and Mathematical Occupations" to increase by 1.157M from 2014 to 2024, a growth rate of 29.15% per year. BLS data also indicates that 23.24% of those employed in these job categories in 2014 attained an advanced degree. The data approximates an increase in the need for advanced degreed openings by 268K per year from 2014 to 2024, a growth of 27K jobs per year. The college believes is a very conservative estimate – perhaps by an order of magnitude – due to the way jobs are categorized for statistical purposes. The ubiquity of computers across industry suggests that cybersecurity positions are in demand but may be masked by being coded with an industry-specific NAICS category. This is especially evident in the Federal Government which only recently began developing a unique job identifier for cybersecurity jobs. Cybersecurity jobs often appear under an assortment of descriptors such as engineer, security specialist, information assurance specialist, etc.

SREB and State: Government statistics are inconsistent regarding the number of cybersecurity-related openings available within the SREB area. All the major job search engines permit searching for jobs that have the key word "cybersecurity." Among these, ZipRecruiter provides the most readily accessible count of the number of open positions in each state. ZipRecruiter statistics show 35,670 open jobs matching the "cybersecurity" keyword in the nation, 9255 of which are in the SREB states, and 267 in Alabama. We are using these values to estimate that 25.95% of national cybersecurity openings are in the SREB area and .75% are in Alabama. Local openings in Year 1 were obtained by averaging the number of jobs advertised on each of the job search engines noted above. Years 2 through 5 reflect the national growth rate.

Projected Enrollment and Degree Production: The enrollment in the program is expected to be four to eight campus and online students each semester. At that enrollment level, an average of six graduates per year is anticipated across the two delivery methods.

Resource Requirements: No additional resources are required for this graduate certificate. The cybersecurity faculty members in the Department of Computer Science and Software Engineering will offer these courses on regular basis.

Recommendation: It is recommended that the proposed campus and online Graduate Certificate Program in Cybersecurity Engineering be presented to the Auburn University Board of Trustees and the Alabama Commission on Higher Education for review and approval.

Graduate Certificate in Cybersecurity Engineering

CIP Code: 11.1003
Offering Unit: Department of Computer Science and Software Engineering

Credit Hours in Certificate: 9
Board of Trustees Approval: Spring 2019 (projected)
ACHE Notification: Spring 2019 (projected)
Effective Term: Fall 2019 (projected)

Program Outline:

The proposed courses for the Graduate Certificate in Cybersecurity Engineering are:

COMP 6350/6 Digital Forensics (3)

Computer compromise and forensics, with focus on computer crime and ways to uncover, protect, and exploit digital evidence.

COMP 6370/6 Computer and Network Security (3)

Digital signatures and watermarks. Modeling and performance assessment. Viruses and worms. Identification of avenues for compromising systems.

COMP 7370/6 Advanced Computer and Network Security (3)

Advanced, research-based examination of computer network attack and defense techniques, viruses and other malware. Operating system vulnerabilities and safeguards.



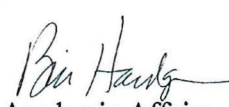
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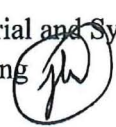
www.auburn.edu

SAMUEL GINN COLLEGE OF ENGINEERING
INDUSTRIAL AND SYSTEMS ENGINEERING

To: Dr. Bill Hardgrave, Provost & Vice President for Academic Affairs 

Through: Dr. George Flowers, Dean of the Graduate School 

Through: Dr. Chris Roberts, Dean, Samuel Ginn College of Engineering 

From: Dr. John L. Evans, Chair, Department of Industrial and Systems Engineering, Samuel Ginn College of Engineering 

Date: February 20, 2019

Subject: Item for the Board of Trustees-Proposed Graduate Certificate in Modeling and Data Analytics for Operations

We are writing to request that the following item be added to the Board of Trustees's agenda for their next meeting.

Proposal: The Samuel Ginn College of Engineering is proposing a Graduate Certificate in Modeling and Data Analytics for Operations. This certificate will be offered both on-campus and online.

This certificate gives specialized education in a relatively new topic that has arisen as the amount of data collected, stored, and available is growing faster than ever before. According to a 2015 article by Forbes, "by the year 2020, about 1.7 megabytes of new information will be created every second for every human being on the planet." Analyzing this data is a significant challenge.

Justification for Request: Data analytics has become an important topic in many industries and economic sectors. A recent survey of the organization "Discover Data Science" compared similar Graduate Certificate Programs from 41 academic institutions, including Columbia University, Harvard University, John Hopkins University, Northwestern University, and others. This program would provide the students with the analytics-related knowledge to contribute in operations-related environments such as manufacturing and service-related industries.

State Need: The University of Alabama at Huntsville (UAH) is the only other institution in the State of Alabama with an Industrial Engineering program. UAH does not offer a data analytics related graduate certificate according to our research. We are unaware of any competing certificate programs in the state.

Employment Opportunities: According to the International Institute for Analytics, "worldwide revenues for big data and business analytics will grow from

\$130.1 billion in 2016 to more than \$203 billion in 2020.” Companies and firms that do not adopt data-centric viewpoints for strategic, tactical, and operational decisions will be at a severe disadvantage to those that do. Industrial Engineering graduates fill jobs at all of the decision-making levels, so increasing their exposure to data analytics-related material in this certificate program will enhance their place in the job market for these positions.

Student Demand – Enrollment Projections: We had 19 on-campus and 5 online students enrolled in the first course, INSY 6500/6506, in Fall 2018. We currently have 22 on-campus and 4 online students enrolled in the second course, INSY 6550/6556, and 13 on-campus and 3 online students enrolled in the third course, INSY 7120/7126, in Spring 2019. These enrollments are without promise of a certificate. We believe that enrollments will increase once the certificate is approved, potentially to double or more.

Resource Requirements: No additional resources are required. Several of the courses have already been taught as electives in our Master of Industrial and Systems Engineering (MISE) and Master of Engineering Management (MEM) programs. We are shifting faculty resources to teach these electives instead of electives that are not as pertinent to current industry needs.

Recommendation: It is recommended that the proposed Graduate Certificate in Modeling and Data Analytics for Operations be approved by the Offices of the Provost and the President and be forwarded on to the Board of Trustees and the Alabama Commission on Higher Education for review and approval.

Graduate Certificate in Modeling and Data Analytics for Operations

CIP Code:	14.3501
Offering Unit:	Department of Industrial and Systems Engineering
Credit Hours in Certificate:	12
Board of Trustees Approval:	Spring 2019 (projected)
ACHE Notification:	Spring 2019 (projected)
Effective Term:	Fall 2019

Program Outline:

The proposed courses for this certificate are:

INSY 6500/6506 – Information Technology for Operations (3)

Introduction to modern data science tools with application in manufacturing and service industries and operations. Focus on the manipulation and use of small and large datasets. Tools include Jupyter, Python, R, and MySQL along with the related packages that support data modeling, visualization, and analysis.

INSY 6550/6556 – Decision Support Systems for Operations (3)

Fundamentals for modeling, designing, and implementing decision support systems for the operation of manufacturing and service industries.

INSY 7120/7126 – Data Analytics for Operations (3)

This course covers the broad topics of predictive analytics, data visualization, and big data in the context of operations analysis. Focus will be on the application of modern computer tools with previously learned statistical and mathematical modeling tools, culminating in a semester project.

INSY 7130/7136 – Data Mining Techniques and Applications for Operations (3)

This introductory course will cover the most common techniques for extracting useful information and models from numerical or categorical data. Techniques include clustering and classification, regression and spline models, kriging, and artificial neural networks. Also considered are data pre-processing, model building and model validation. Modeling and validation under conditions of sparse data will be addressed as well. Applications include those in finance, manufacturing, health care, and more.



SCHOOL OF FORESTRY AND
WILDLIFE SCIENCES

OFFICE OF THE DEAN

MEMORANDUM

TO: Dr. Bill Hardgrave
Provost & Senior Vice President for Academic Affairs

THROUGH: Dr. George Flowers
Dean, Graduate School

THROUGH: Dr. Janaki Alavalapati
Dean, School of Forestry and Wildlife Sciences

FROM: Dr. Graeme Lockaby
Associate Dean, School of Forestry and Wildlife Sciences

DATE: 4 March 2019

SUBJECT: Proposed Master of Natural Resources
(Distance Non-Thesis Option)

Approved
3/19/19
Bill Hardgrave

George T. Flowers

Janaki Alavalapati

BCL

We request the following proposal be added to the agenda for the April 12, 2019 meeting of the Auburn University Board of Trustees.

Program Purpose and Description: The School of Forestry and Wildlife Sciences proposes to add a Distance Non-Thesis Option to the existing on-campus M.N.R. (Non-Thesis Option) Degree, effective fall 2019. The vision of this proposed distance program is to offer a unique opportunity for the Master's students who are not resident on campus and do not live in Auburn to develop in-depth knowledge of the natural resources disciplines at the graduate level. The program, like its on-campus counterpart, caters to students with an outstanding aptitude and strong interest for natural resources. The degree requires a minimum of 30 graduate semester credit hours in courses. Please see the attached curriculum for details.

Justification of Request: This proposal simply represents an alternative mode of offering an existing degree in a way that makes it available to students who are not resident on-campus and do not live in Auburn. It is not expected to require a separate listing in the bulletin.

State Need: Graduates of the proposed program will be trained for a variety of employment opportunities in the following areas: state and government agencies, land management industries, natural resources consulting firms, as well as banking and financial institutions. The demand for these professionals exists locally, regionally and even globally. There are several major job search engines that post job openings for the various mentioned areas. Of these, Zip Recruiter provides the most readily accessible

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count of the number of open positions. We conducted a search of ziprecruiter.com for jobs titles currently posted across the nation to which graduates of the proposed program will be qualified to apply. The number of job openings listed under the title of natural resources coordinator is 5,399, natural resources specialist is 3,219 and under the title of natural resources manager is 22,361. This not only demonstrates a need for natural resources graduates, it also demonstrates that a need exists for increased skills and knowledge of natural resources for management positions. It is apparent that Auburn's on campus MNR program and other similar programs do not produce enough yearly graduates.

Employment Opportunities: This is a distance education degree and in general, the students are already employed. The degree program would provide new opportunities for student to improve and expand their knowledge, expertise, and possibly allow for promotion to higher rank (earn a higher salary) at their places of employment.

Projected Enrollment and Degree Production: We aim to have enrollment of 50 – 100 students per year following a 2- 3 year ramp-up in recruiting. At this enrollment level, an average of 75 graduates a year is anticipated.

Resource Requirements: Courses in the curriculum are already offered by the department in both on-campus and distance formats. The distance format is supported by the School of Forestry and Wildlife Sciences which provides recordings of the lectures as well as other support such as coordinating assignment of exam proctors. Students can access the recordings on-line and Canvas is used for distribution of course materials and submission of assignments. Since no new courses are involved and a moderate student population expected, no significant faculty or advisor workload increase is anticipated, and all needed resources are in place.

Recommendation: We recommend that the proposed Master of Natural Resources (Distance Non-Thesis Option) be presented to the Auburn University Board of Trustees and the Alabama Commission on Higher Education for review and approval.



March 12, 2019

MEMORANDUM TO: Jon Waggoner, Secretary to Auburn University Board of Trustees

THROUGH: Kelli Shomaker, Vice President for Business and Finance and Chief Financial Officer *KS*

THROUGH: Jane DiFolco Parker, Vice President for Development and President, Auburn University Foundation *JDP*

FROM: Regena Isbell, Director *RI*
Endowment Investment Office

RE: Auburn University Endowment Investment Policy Statement

On March 7, 2019, an Auburn University Foundation (AUF) Investment Committee meeting was held at the Alumni Center in the Gilmer Board Room from 10:30 am to 4:00 pm. Present at the meeting: AUF Investment Committee members; Prime Buchholz, investment consultant; and Auburn University (AU) Endowment Investment Office staff.

The Auburn University and Foundation endowment portfolio asset allocation strategy is reviewed annually by the AUF Investment Committee during their Asset Allocation Summit spring meeting. Prime Buchholz recommended minor changes to the asset allocation which will modestly improve the portfolio liquidity and lower management fees without reducing the expected risk/return profile of the portfolio. After considerable discussion, a motion was made, seconded, and unanimously approved by the AUF Investment Committee to adopt allocation changes within the Domestic Public Equity, Flexible Capital, and Cash asset classes. On March 9, 2019, the allocation changes were approved by the Auburn University Foundation Board of Directors. These changes are reflected on the included table, Auburn University Endowment Portfolio Asset Allocation, and incorporated in the **Auburn University Endowment Fund Investment Policy Statement (IPS)** strategic asset allocation table (page 4 of the IPS).

The AU Board of Trustees has delegated responsibility for managing investment of the University's endowment to the Auburn University Foundation Investment Committee as outlined in the **IPS**. The AUF Investment Committee shall recommend and implement investment policy with regard to asset allocation, manager selection, and portfolio supervision. The AU Board of Trustees shall approve written investment policy changes and be informed of allocation changes among asset classes as indicated in the **IPS** Responsibility Table, Appendix 3.

Auburn University Endowment Portfolio

Asset Allocation Change

Asset Class (% Allocation)		Policy Approved 04.17.2015	Proposed Changes	Policy Recommendation 04.12.2019
Global Public Equity	<i>Domestic Equity</i>	18.0	3.0	21.0
	<i>International Equity (Non-US Developed and Emerging Markets)</i>	21.5	-	21.5
Global Private Equity	<i>Global Private Equity</i>	12.5	-	12.5
Flexible Capital	<i>Long/Short and Absolute Return</i>	25.0	(5.0)	20.0
Real Assets	<i>Natural Resources (Public and Private)</i>	6.0	-	6.0
	<i>Real Estate (Public and Private)</i>	6.0	-	6.0
Fixed Income	<i>U.S. Treasuries</i>	6.0	-	6.0
	<i>Non-U.S. Government Bonds</i>	5.0	-	5.0
Liquidity	<i>Cash</i>	-	2.0	2.0
Total:		100.0		100.0

AUBURN UNIVERSITY
ENDOWMENT FUND
INVESTMENT POLICY STATEMENT

DRAFT

04.12.2019

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Auburn University, (the “University”), investments will be managed by the Auburn University Foundation (the “Foundation”) Investment Committee and University staff in accordance with the policies established by the Board of Trustees (the “Board”). Policies currently governing significant areas of investment management are based upon actions of the Board of Trustees and the Investment Committee.

I. Management of University Investments

The Board of Trustees has delegated responsibility for the University’s investments to the Foundation Investment Committee, which shall recommend and implement investment policy with regard to asset allocation, manager selection, and portfolio supervision. In order to facilitate communication and reporting between the Board and the Foundation Investment Committee, a member of the Board shall be appointed as a liaison to the Committee and shall serve as a voting non-director on that committee. The liaison reports to the Board the status regarding the University’s investment policies and results; and reports any recommended changes in investment policy to the Board.

A. Investment Committee Functions

1. The Investment Committee’s principal function is to develop and recommend to the Board such investment and investment related policies, as it deems appropriate.
2. No member of the Investment Committee shall have or appear to have a conflict of interest that impairs or appears to impair the member’s ability to exercise independent and unbiased judgment in the good faith discharge of his or her duties.
3. The Investment Committee will review regularly all investments of the University.
4. The liaison to the Investment Committee will make regularly scheduled reports to the Board of Trustees.
5. The Investment Committee recommends to the Board appropriate policies and procedures for custodianship and access to securities held by the funds, as it may deem appropriate.
6. The Assistant Treasurer, or his/her designee, is the Secretary of the Committee and shall keep minutes of the actions of the Committee.
7. The Committee may engage an investment consultant to work with staff, and advise staff and the Committee, on investment management issues including, but not limited to investment strategy, asset allocation, market trends, investment manager and custodian selection, manager and custodian evaluation criteria, investment performance evaluation, and any other appropriate matters.

B. Specific Functions of the Investment Committee

1. Establish investment objectives for the Endowment Pool.
2. Set asset allocation and manager structure policies for the investments.
3. Establish and continue to update the investment policy, and report the recommended changes to the Board.
4. Select, and as appropriate terminate, investment managers, fund custodian, and the investment consultant for the investments.
5. Establish, monitor, and update the investment process.
6. Review investment performance against established objectives.
7. Review, at least annually, investment activity to ensure compliance with investment policy.
8. Establish and propose to the Board, the spending policy for the Endowment Pool.

II. Endowment Investment Policy and Guidelines

The goal for AU's Endowment Pool is to provide a real total return that preserves the purchasing power of the Endowment's assets, while generating an income stream to support the academic activities of the University. The Endowment's real total return will be sought from an investment strategy that provides an opportunity for superior total returns within acceptable levels of risk and volatility.

A. Investment Objective

For the long-term, the primary investment objective for the Endowment Pool is to earn a total return (net of portfolio management fees), within prudent levels of risk, which is sufficient to maintain in real terms the purchasing power of the Endowment's assets and support the defined spending policy.

B. Asset Allocation

To achieve its investment objective, the Fund will allocate among several asset classes with a bias toward equity and equity-like investments due to their higher long-term return expectations. Other asset classes may be added to the Fund to enhance returns, reduce volatility through diversification, and/or offer a broader investment opportunity set.

The domestic equity segments are intended to provide long-term growth and offer high expected real returns and liquidity. The international equity segment is intended to enhance return and control risk by reducing the Funds' reliance on domestic financial markets. Private Equity may provide even higher return potential by focusing on opportunities in less efficient and more illiquid markets. Flexible Capital Strategies are

employed to offer market comparable returns with lower expected volatility. Real Assets provide the portfolio with a diversified hedge against inflation as well as a strong yield component. Fixed income provides stability and protection in deflationary environments. Lastly, Cash provides short-term liquidity and serves as a funding source for distributions and rebalancing.

The Fund will be diversified both by and within asset classes. The purpose of diversification is to provide reasonable assurance that no single security, or class of securities, will have a disproportionate impact on the performance of the total fund. As a result, the risk level associated with the portfolio investment is reduced.

The strategic asset allocation adopted by Board is:

ASSET CLASSES	Target Allocation	Range
Global Public Equity	42.5	32.5 - 52.5
Domestic Equity	21.0	16.0 - 26.0
International Equity	21.5	16.5 - 26.5
Global Private Equity	12.5	8.0 - 16.0
Flexible Capital	20.0	15.0 - 25.0
Absolute Return	10.0	5.0 - 10.0
Global Long/Short	10.0	5.0 - 10.0
Real Assets	12.0	7.0 - 17.0
Natural Resources	6.0	4.0 - 8.0
Real Estate	6.0	4.0 - 8.0
Fixed Income	11.0	8.0 - 16.0
U.S. Treasuries	6.0	4.0 - 10.0
Non-U.S. Government	5.0	4.0 - 6.0
Liquidity Capital	2.0	0.0 - 5.0
TOTAL	100.0	

Auburn University has modeled the expected return and volatility of the portfolio. The assumptions for the endowment's portfolio are included in Appendix 1.

C. Asset Allocation Review and Balancing Procedure

1. The Investment Committee will review the strategic allocation in the seven asset classes, as well as the allocation to various styles of managers within these asset classes, at least annually.
2. Cash flows into and out of the portfolio (i.e., new gifts and spending) shall be allocated in a manner that is consistent with asset allocation policies. Rebalancing the portfolio by means of liquidating assets managed by investment managers will be the exception, and only done, when recommended by the investment consultant. Asset allocation reports will be provided to the Committee on a quarterly basis.

D. Manager Selection, Performance Measurement, Monitoring, and Evaluation

Auburn University seeks managers who demonstrate effective strategies, sustainable advantages, and high-quality organizational structures. The Fund expects its active managers to generate superior, relative risk-adjusted performance, net of all expenses. Passive mandates may be used in more efficient (occasionally in less efficient) segments of the capital markets, for the purpose of gaining market exposure. The committee shall determine the respective maximum allocations to single, active managers.

Attractive firm characteristics include:

- i. strong reputation in the marketplace and a meaningful, high-quality, institutional client base;
- ii. aligned interests (e.g. significant amount of principal/employee dollars invested in the funds);
- iii. stable and experienced professional team and principals/employees own equity in the firm
- iv. controlled growth and a manageable level of assets under management; and
- v. competitive long-term performance among peers
- vi. annual audits by an independent audit firm

Performance (net of fees) will be calculated on a quarterly basis by the consultant.

In addition to reporting time-weighted total returns for each manager and the Pool, a comparison is made with relevant market benchmarks as well as the composite returns for other money managers with similar philosophies to those managers investing for the Pool. Managers should add value above these benchmarks. Reports will include historical data in order to evaluate short-term results against longer-term strategies.

E. Guidelines for Corrective Action

Corrective action should be taken as a result of an ongoing investment managers review process. The following are instances where corrective action or termination may be in order:

1. Major organizational changes in a firm, including any changes in portfolio managers, may require a new contract and interview process. Failure on the part of the Investment Manager to notify the Committee of such changes is grounds for termination. At all times, communication with the managers should be open and informative. Investment managers should be willing and able to meet at least annually with the Committee.
2. Violation of terms of contract constitutes grounds for termination.
3. As part of its overall asset allocation strategy, the Committee will choose managers with certain styles and approaches to provide portfolio diversification. Therefore, it is critical that managers adhere to the original intent of the Committee at the time they are engaged. Any significant changes in investment approach may be grounds for termination.
4. The Committee will not, as a rule, terminate a manager on the basis of short-term performance. If the organization is sound and the firm is adhering to its style and approach, the Committee will allow a sufficient interval of time over which to evaluate performance. The Committee's consultant will provide insight regarding the appropriate length of time. The manager's performance will be viewed in light of the firm's particular style and approach, keeping in mind at all times the Pool's diversification strategy and, as well as, other organizational and relationship issues.
5. Investment managers may be replaced at any time as part of the overall restructuring of the Endowment Pool
6. Other events or circumstances that are deemed to be in the best interest of the University.

F. Endowment Spending Policy

The long-term objective of the endowment spending policy is to maintain the purchasing power of each endowment with the goal of providing a predictable and sustainable level of income to support current operations. Under this policy, spending for a given year equals 80% of spending in the previous year, adjusted for inflation (CPI within a range of 0% and 6%), plus 20% of the long-term spending rate (4.0%) applied to the twelve month rolling average of market values. This spending policy has two implications. First, by incorporating the previous year's spending, the policy eliminates large fluctuations and so enables the University to plan for operating budget needs. Second, by adjusting spending toward a long-term rate of 4.0%, the policy

ensures that spending levels will be sensitive to fluctuating market value levels thereby providing stability in long-term purchasing power.

The annual administrative fee is calculated each year using the spending model described above using a rate authorized by the Board, currently 1.0%.

An example of the spending calculation can be found in Appendix 2.

G. Gift Policy

It is anticipated that from time to time the University will receive gifts in the form of marketable securities. In such event, the Endowment Investment Office will liquidate the securities as soon as possible. In the event that the securities are restricted from sale for a designated period of time due to regulatory reasons, the University will hold said securities until the restricted period has elapsed and then liquidate the securities as soon as possible thereafter. The University will make no attempt to add value to the Pool by holding gifted securities.

H. Custodian and Depository Activities

The custodian and depository activities of the endowment pool, including agreements with any banks for the temporary, short-term investment of cash and equivalents will be subject to annual review by the Committee to assure that the University is receiving competitive rates and services.

Appendix 1

Asset Allocation Input Assumptions Expected Returns, Risks, and Correlations

	Expected Real Return	Expected Standard Deviation	Domestic Public Equity	Non-U.S. Developed Equity	Emerging Markets	Global Private Equity	Flexible Capital	Natural Resources (Private)	Natural Resources (Public)	Commodities	Real Estate (Private)	Real Estate (Public)	U.S. TIPS	Core Bonds	Long Gov/Corp	High Yield	Municipal Bonds	U.S. Treasuries (5+ Years)	Non-U.S. Government Bonds	Emerging Markets Debt
Domestic Public Equity	6.0	18.0	1.00																	
Non-U.S. Developed Equity	6.0	20.0	0.81	1.00																
Emerging Markets	8.0	26.0	0.69	0.71	1.00															
Global Private Equity	9.8	26.0	0.69	0.60	0.51	1.00														
Flexible Capital	4.5	9.0	0.79	0.72	0.81	0.74	1.00													
Natural Resources (Private)	9.8	28.0	0.27	0.32	0.31	0.30	0.37	1.00												
Natural Resources (Public)	6.8	22.0	0.60	0.64	0.52	0.45	0.59	0.64	1.00											
Commodities	5.0	20.0	0.05	0.17	0.19	0.14	0.20	0.46	0.61	1.00										
Real Estate (Private)	7.8	24.0	0.26	0.30	0.14	0.35	0.17	0.43	0.33	0.25	1.00									
Real Estate (Public)	6.3	22.0	0.57	0.48	0.40	0.35	0.45	0.32	0.47	0.19	0.30	1.00								
U.S. TIPS	0.5	5.0	-0.26	-0.16	-0.01	-0.14	-0.07	0.09	0.01	0.30	0.04	0.10	1.00							
Core Bonds	1.5	6.5	-0.09	-0.09	-0.15	-0.20	-0.08	-0.13	-0.10	-0.10	-0.11	0.10	0.67	1.00						
Long Gov/Corp	2.0	11.0	-0.11	-0.09	-0.17	-0.17	-0.14	-0.16	-0.17	-0.18	-0.10	0.09	0.54	0.90	1.00					
High Yield	4.5	11.0	0.65	0.57	0.63	0.38	0.66	0.31	0.52	0.13	0.12	0.59	0.14	0.08	0.03	1.00				
Municipal Bonds	1.0	7.5	0.01	0.02	-0.01	-0.11	0.06	-0.05	0.02	-0.03	-0.05	0.16	0.67	0.81	0.76	0.24	1.00			
U.S. Treasuries (5+ Years)	1.3	10.0	-0.31	-0.29	-0.35	-0.27	-0.32	-0.24	-0.36	-0.27	-0.14	-0.11	0.47	0.83	0.93	-0.23	0.65	1.00		
Non-U.S. Government Bonds	1.0	10.0	-0.08	0.20	-0.08	-0.10	-0.11	-0.12	0.03	0.11	-0.03	0.02	0.38	0.53	0.48	-0.04	0.40	0.43	1.00	
Emerging Markets Debt	2.8	12.0	0.53	0.68	0.77	0.53	0.62	0.39	0.48	0.42	0.26	0.50	0.34	0.28	0.17	0.61	0.31	-0.11	0.56	1.00
Cash	0.3	2.0	0.04	-0.03	0.03	0.09	0.22	0.12	0.08	0.22	0.15	-0.05	0.11	0.30	0.09	-0.08	0.19	0.11	0.05	0.17

* Expected returns are for the next 10-15 years; correlations are based on returns from January 1, 1988-September 30, 2018

Appendix 2

Sample Spending Calculation

In accordance with the Auburn University Endowment Fund Investment Policy, the endowment spending is calculated using the following formula:

$$[(80\%)(\text{prior year's distribution})(1+\text{CPI})] + [(20\%)(\text{twelve-month rolling average market values})(4.0\%)]$$

Spending Calculation Example:

A hypothetical endowment with a \$1,000,000 gift value has a prior year distribution of \$40,000. CPI was 3.4%. The twelve-month rolling average of market values is \$1,080,000.

$$[(.80) (\$40,000)(1+.034)] + [(.20)(\$1,080,000)(.04)] = \$41,728.$$

Appendix 3

Responsibility Table

FIDUCIARY LEVEL	WRITTEN INVESTMENT POLICY	WRITTEN INVESTMENT STRATEGY	TACTICAL ALLOCATION AMONG ASSET CLASSES	STRATEGY WITHIN AN ASSET CLASS	MANAGER & FUND SELECTIONS	SECURITY SELECTION
BOARD OF TRUSTEES	APPROVES	INFORMED	INFORMED			
INVESTMENT COMMITTEE	RECOMMENDS	APPROVES	APPROVES	APPROVES	APPROVES	INFORMED
INVESTMENT CONSULTANT & STAFF	RECOMMENDS	RECOMMENDS	RECOMMENDS	RECOMMENDS	RECOMMENDS AND MONITORS	MONITORS
INDIVIDUAL MANAGERS						APPROVES