

MINUTES OF RECONVENED MEETING OF THE  
BOARD OF TRUSTEES  
OF  
AUBURN UNIVERSITY

SEPTEMBER 9, 2011

**AGENDA**  
AUBURN UNIVERSITY BOARD OF TRUSTEES  
SEPTEMBER 9, 2011

1. Approval of the June 17, 2011, Meeting Minutes
2. President's Report
3. Action Items and Committee Reports
  - A. Finance Committee/Chairperson Lowder
    1. Approval of 2011-2012 Budget
    2. Proposed Election to Increase Certain ACES Employee Retirement Contributions
  - B. Property and Facilities Committee/Chairperson McCrary
    1. Solon Dixon Forestry Education Classroom, Selection of Architect
    2. Real Estate Acquisition, Marie B. Golden Property
    3. Student Residence Hall at West Samford Avenue and South Donahue Drive, Approval of the Facility Program, Budget Funding Plan, Site and Schematic Design
  - C. Executive Committee/Chairperson Rane
    1. Posthumous Awarding of the Interdisciplinary Studies Degree for John D. Pribonic
    2. Proposed Appointment of the Director of the Alabama Cooperative Extension System
    3. Presidential Assessment
    4. Proposed Awards and Namings
4. Recess Meeting

MINUTES OF A RECONVENED MEETING OF THE  
AUBURN UNIVERSITY BOARD OF TRUSTEES OF AUBURN UNIVERSITY  
HELD FRIDAY, SEPTEMBER 9, 2011  
BALLROOM B, AU HOTEL  
AUBURN UNIVERSITY

The Board of Trustees of Auburn University reconvened for a meeting on Friday, September 9, 2011, in Ballroom B of the Auburn University Hotel on the Auburn campus. President Pro Tempore Raymond Harbert convened the meeting at 10:43 a.m. Upon roll call by the Board Secretary Grant Davis, the following named members of the Board of Trustees were deemed to be in attendance:

John G. Blackwell, Dwight L. Carlisle, Byron P. Franklin, Samuel L. Ginn, Raymond J. Harbert, D. Gaines Lanier, Robert E. Lowder, Sarah B. Newton, James W. Rane, and Virginia N. Thompson

The following named Trustees were absent:

Mr. Charles McCrary and Governor Robert Bentley

The individuals listed above represent all persons recognized as members of the Board of Trustees of Auburn University at the time of the meeting. Also sitting with the Board were faculty advisors, Claire Crutchley (AU) and Neleigh McKenzie (AUM); Auburn University SGA President Kirby Turnage; and Auburn University Montgomery SGA President, Darius Pettway.

Other persons in attendance for the meeting included the following:

Jay Gogue, President; Timothy Boosinger, Interim Provost; Don Large, Executive Vice President; John Veres, Chancellor for AUM; Grant Davis, Secretary to the Board of Trustees; Lee Armstrong, General Counsel; Jon Waggoner, Auburn University Counsel; Brian Keeter, Director of Public Affairs; Sherri Fulford, Executive Director of Governmental Affairs; Dan King, Assistant Vice President for Facilities; Wayne Alderman, Dean of Enrollment Services; Royrickers Cook, Assistant Vice President for Outreach; John Mason, Vice President for Research; Larry Filmer, Executive Director for Program Development; Deedie Dowdle Executive Director Communications and Marketing; Nakeisha Janigan, Chair, AU Staff Council; Seth Humphrey, Chair AU Administrative and Professional Assembly; Ralph Ioimo, AUM Faculty President, Ann Beth Presley, AU Faculty Senate Chair; members of the media; and others.

Mr. Harbert asked Mr. Armstrong if there were matters to be discussed in Executive Session. Mr. Armstrong indicated that there were pending or potential litigation matters to discuss. A motion was received from Mr. Harbert to move into Executive Session, seconded by Ms. Newton and the Board of Trustees unanimously approved. Mr. Harbert announced that the meeting would reconvene within twenty minutes.

Mr. Harbert reconvened the meeting at 11:20 a.m. and a motion was received from Mr. Blackwell to approve the minutes from the June 17, 2011, meeting. Mr. Lanier seconded the motion, and the minutes were unanimously approved.

## RESOLUTION

### APPROVAL OF MINUTES

WHEREAS, copies of the minutes of the Reconvened Meeting on Friday, June 17, 2011 have been distributed to all members of this Board for review.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees that the minutes of its June 17, 2011, meeting are hereby approved as distributed.

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Mr. Harbert then called upon Dr. Gogue for the President's Report. Dr. John Veres presented a report from the AUM Campus and then Dr. Boosinger introduced Dr. Thomas from Physics for an academic presentation. Upon its conclusion, Dr. Gogue reported on the impact of the 9/11 events on the economy and the career paths now chosen by students in security.

Mr. Harbert then moved into Committee Reports as follows:

Finance Committee -- Chairperson Lowder indicated that the Committee met earlier and discussed the approval of 2011-2012 budget and increase certain ACES employee retirement contributions. He then made a motion to adopt the consent agenda; seconded by Mr. Rane; Board unanimously agreed; and the following was adopted:

## RESOLUTION

### APPROVAL OF 2011-2012 BUDGET

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

Section 1. The operating budget for Auburn University covering current operating funds and auxiliary funds for the fiscal year beginning October 1, 2011, and ending September 30, 2012, as presented by the President and approved by the Finance Committee of the Board of Trustees, be, and the same is hereby approved.

Section 2. Nothing in said budget shall be accepted or construed to be legal obligations or liabilities against Auburn University. The amounts fixed in the components of the budget for the year 2011-2012 shall be understood to be the relative amounts to be paid or expended for those components in relationship to the funds and/or income of the University available for the support and maintenance of the University.

Section 3. The proposed expenditure amounts as set out in the budget are hereby approved and adopted, and the President is authorized and empowered to enact such budget on October 1, 2011. The President is further authorized and empowered to effect routine adjustments to this budget as deemed necessary and appropriate.

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

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## RESOLUTION

### PROPOSED ELECTION TO INCREASE CERTAIN ACES EMPLOYEE RETIREMENT CONTRIBUTIONS

WHEREAS, Act 2011-676 of the 2011 Regular Session of the Alabama Legislature provides for an increase in the employee contribution rates for state agencies and entities participating in the State Employees Retirement System within The Retirement Systems of Alabama; and

WHEREAS, because certain Auburn University employees of the Alabama Cooperative Extension System are active members of the Employees Retirement System as provided in Section 36-27-6, Code of Alabama, the Chief Financial Officer of The Retirement Systems of Alabama has notified Auburn University of the requirement of a Auburn University Board of Trustees resolution indicating the University's election to adopt the increase in the employee rate, or to elect not to adopt the increase; and

WHEREAS, under the provisions of Act 2011-676, participating entities in the Employees Retirement System shall cause to be deducted for each pay date beginning on or after October 1, 2011, an employee contribution rate of 7.25% and beginning on or after October 1, 2012, an employee contribution rate of 7.50%.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees elects to come under the provisions of Act 2011-676 for all employees, including those currently participating in DROP and hereby authorizes Jay Gogue, President, or such other person as may be acting a President, to notify the Board of Control of The Retirement System of Alabama that Auburn University elects to come under provisions of Act 2011-676 of the 2011 Regular Session of the Alabama Legislature.

BE IT FURTHER RESOLVED, that the election to come under the provisions of this Act is irrevocable as the effective date of this resolution.

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Property and Facilities Committee -- Chairperson Blackwell. Mr. Blackwell indicated several items were discussed during the Property and Facilities Committee meeting and motion offered a motion to adopt the consent agenda. A second was received from Ms. Newton and the following was approved:

RESOLUTION  
SOLON DIXON FORESTRY EDUCATION CENTER CLASSROOM  
SELECTION OF AN ARCHITECT

WHEREAS, the Board of Trustees at its meeting held on April 15, 2011, adopted a resolution which approved the Solon Dixon Forestry Education Center Classroom project and authorized the President to initiate the process for the selection of an architect; and

WHEREAS, Statements of Qualifications were solicited for the architectural services; responses were received from twenty seven (27) architectural firms which were reviewed by members of the Architect Selection Committee; and four (4) firms were selected for interviews; and

WHEREAS, the firm The Architects Group of Mobile, Alabama was judged by the Committee as best qualified to provide architectural services for the proposed project. The name of the firm was submitted to the President for his consideration and recommendation.

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

1. Engage The Architects Group of Mobile, Alabama to consult in the development of the facility program; to participate in space analysis and site planning; to compare alternative design concepts for consideration; to quantify and qualify project scope and cost alternatives; and
2. Limit the project plan and plan development to the schematic design phase until such time as the program requirements, budget, funding plan, and site are approved by the Board.

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RESOLUTION

REAL ESTATE ACQUISITION  
MARIE B. GOLDEN PROPERTY

WHEREAS, the Board of Trustees at its meeting on November 9, 1990, adopted a resolution which approved a master plan for the College of Veterinary Medicine to guide the design and layout of the Veterinary Medicine Campus; and subsequent revisions to that master plan, were approved by the Board at its meetings on March 22, 1996; November 21, 1997; and January 31, 2008; and

WHEREAS, the long-range parameters and goals set forth in the master plan include the expansion of property and facilities of the Veterinary Medicine Campus; and approximately 1.58 acres of land has been offered for sale to the University by the owner of adjoining property; and

WHEREAS, the purchase of this land would effectively contribute to the provision of a secure site for a canine field-training facility for the Animal Health and Performance Program; and funds to offset the amount of the purchase are to be provided from unrestricted University funds.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that Jay Gogue, President, or such person as may be acting as President, be and the same is hereby authorized and empowered to take such action as is necessary and desirable to purchase from Marie B. Golden approximately 1.58 acres of land with improvements that include a house and barn, located at 477 Webster Road, Auburn, Alabama. An appraisal of the property was completed by Carmichael & Mitchell, MAI on August 11, 2011. All documents consummating the purchase of the property shall be reviewed as to form by legal counsel for Auburn University.

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## RESOLUTION

### STUDENT RESIDENCE HALL AT WEST SAMFORD AVENUE AND SOUTH DONAHUE DRIVE APPROVAL OF THE FACILITY PROGRAM, BUDGET, FUNDING PLAN, SITE & SCHEMATIC DESIGN

WHEREAS, the Board of Trustees at its meeting held on February 4, 2011, adopted a resolution that approved the Student Housing and Parking Facility project and approved the selection of the firms Goodwin, Mills, Cawood as architect and Harbert International as construction manager for the project; and

WHEREAS, a facility program has been developed for a student housing facility of approximately 246,000 square feet which will house approximately 420 students in 205 suites; and

WHEREAS, the cost of the Student Residence Hall has been estimated in the amount of \$59.5 million, and funds for the project will be furnished from the sale of bonds to be offset by resident room and board fees or institutional funds; and

WHEREAS, a site for the residence hall has been identified on the northeast corner of West Samford Avenue and South Donahue Drive, where Sewell Hall currently exists; and

WHEREAS, the Student Residence Hall shall be developed and designed consistent with the "*Comprehensive Master Plan*" and the "*Image and Character of Auburn University*".

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

1. Establish a total project budget in the amount of \$59.5 million to be funded from the sale of bonds to be offset by resident room and board fees.

2. Direct the consultants to complete the required plans for the project.
3. Solicit bids for construction conditioned upon the ability of sufficient funding as approved by the President.
4. Award a contract for construction conditioned upon the lowest responsible and responsive bid being consistent with the project budget.

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Executive Committee -- Chairperson Rane. Mr. Rane introduced the first item for review, a request to award the degree of Bachelor of Science in Interdisciplinary Studies posthumously to John D. Pribonic. Upon reading of the resolution by Secretary Davis, Mr. Rane moved for adoption, seconded by Mr. Ginn, and the Board unanimously approved the following:

#### RESOLUTION

#### POSTHUMOUS AWARDING OF THE INTERDISCIPLINARY STUDIES DEGREE FOR JOHN D. PRIBONIC

WHEREAS, John D. Pribonic, an undergraduate student at Auburn University, passed away on April 30, 2011; and

WHEREAS, John D. Pribonic would have completed the requirements necessary for the Bachelor of Science Degree in Interdisciplinary University Studies in Fall 2011; and

WHEREAS, the Director of the Interdisciplinary University Studies Program, the Faculty Advisory Committee for the Interdisciplinary Studies Undergraduate Degree Program, the Associate Provost for Undergraduate Studies; the Interim Provost; and the President recommend that a Bachelor of Science in Interdisciplinary Studies be awarded posthumously;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the Bachelor of Science in Interdisciplinary Studies is hereby granted posthumously to John D. Pribonic in recognition of his academic achievements while in attendance as an undergraduate student at Auburn University.

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

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Mr. Rane then moved to the next item, Proposed Appointment of the Director of the Alabama Cooperative Extension System. President Gogue informed the Board that approval be given to name Dr. Gary Lemme as the Director of the Alabama Cooperative Extension System. A motion to adopt was received from Mr. Rane, seconded by Rev. Franklin and the Board unanimously approved the following:

## RESOLUTION

### PROPOSED APPOINTMENT OF THE DIRECTOR

#### OF THE ALABAMA COOPERATIVE EXTENSION SYSTEM

WHEREAS, state law requires that the Director of the Alabama Cooperative Extension System (ACES) be appointed by the Presidents of Auburn University and Alabama A&M University with approval of their respective Boards of Trustees; and

WHEREAS, after a national search by a committee which included representatives of stakeholders in the agriculture industry both within the universities and around the state, Dr. Gary Lemme was identified as the best candidate to lead the Alabama Cooperative Extension System; and

WHEREAS, the President hereby requests the Board's approval of the appointment of Dr. Lemme to the position of Director of the Alabama Cooperative Extension System.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the appointment of Dr. Gary Lemme as Director of the Alabama Cooperative Extension System is hereby approved.

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Mr. Rane then called on Mr. Harbert for discussion of the next item, Presidential Assessment. Mr. Harbert thanked President Gogue for another outstanding year. He also thanked Trustees Lanier, McCrary, and Newton for facilitating this process. See the Assessment (Attachment A) attached to these minutes. Mr. Lowder reported that the Compensation Committee approved a 3% raise for both President Gogue and Mr. Davis and moved for adoption by the Board. A second was received Mr. Franklin, and the Board unanimously agreed.

Mr. Rane then introduced the final item, a request to name the drive at the Southeastern Raptor Rehabilitation Center as the Pratt-Carden Drive in honor of Dr. Bruce Pratt and his daughter Tosh Carden. Upon reading of the resolution, Mr. Rane moved for adoption, seconded by Mr. Blackwell, and the Committee unanimously agreed.

There being no other items for discussion, the meeting was recessed at 11:49 a.m.



Grant Davis  
Secretary to the Board of Trustees

AUBURN UNIVERSITY  
ANNUAL PRESIDENTIAL ASSESSMENT

Attachment A

The Board of Trustees should perform annually a Presidential Performance Assessment, typically on or before the Annual Board Meeting.

**Primary Purposes**

- To assess overall performance in a manner which enables the Board to assess the President and strengthen Presidential performance.
- To enable the Board and President to assess current goals and set mutually agreed upon goals.

**Presidential Self-Assessment**

The President, in consultation with the President Pro Tempore, and prior to the Performance Assessment, must submit a report regarding the Assessment period including, but not limited to the following:

- Summarize performance in addressing previously established goals and objectives.
- Highlight particularly significant accomplishments during the Assessment period.
- Identify continuing problems the President is facing and recommend how the Board and President might work together to address these problems.
- Describe three major challenges and three opportunities the University will face in the upcoming year and what role the President will play in addressing them.
- Briefly discuss the strengths and overall performance of the Senior Administrative Staff.
- Provide a brief summary of goals and objectives for the University for the year ahead as well as longer range.
- Provide recommendations concerning timing of a Presidential Search and Appointment.

## Assessment Criteria

### General Administrative Effectiveness

- Management of human, fiscal, and physical resources. Including planning, decision making, solving problems, leading change, linking plans and actions, developing a management team, and delegating responsibility.
- Establishment and supervision of an effective administrative team.
- Development, maintenance, and renewal of plans to meet long-term needs.
- Provision of leadership, direction, and support for periodic Assessment of academic and co-curricular programs and accomplishments which stimulate teaching, learning, research, scholarship, and professional development.

### Communications

- Encouragement and support for open lines of communication throughout the University.
- Consultation within, participation in, and promotion of a shared vision within the University community.
- Encouragement of community involvement and shared vision within the University.
- Facilitation of regular communication with Board members concerning pertinent University issues.

### Advancement

- Demonstrated evidence of community understanding and support for University advancement.
- Establishment and maintenance of constructive relations with federal, state, and local governments.
- Establishment and maintenance of constructive relations with the media.
- Effective leadership and support for institutional advancement and development programs.
- Successful enhancement of the University's local, regional, and national reputation.

Personal Attributes

The President:

- Effectively articulates concepts and initiatives.
- Efficiently and innovatively solves problems.
- Considers the public relations and political implications of his actions.
- Manages multiple problems and events simultaneously.
- Withstands criticism and directs opposition into productive channels.
- Understands issues and facts before making decisions.
- Identifies and addresses central issues in complex problems.
- Promotes coordinated and efficient programs and operations.
- Is readily available to consult with necessary University constituents and board members.

Comments: See Attached Sheet

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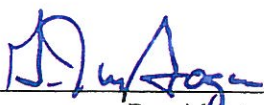
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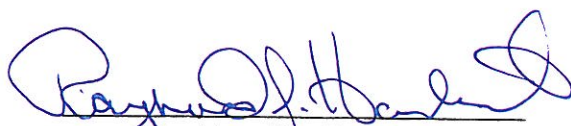
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President

  
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President Pro Tempore





## AUBURN UNIVERSITY

OFFICE OF THE SECRETARY  
TO THE BOARD OF TRUSTEES

### Memorandum

**To:** President Jay Gogue  
**Re:** Presidential Assessment  
**Date:** September 9, 2011

The yearly assessment for the Auburn President, according to policies of the Board of Trustees, is based on six topical areas. Trustees have reviewed your self-assessment and unanimously agree that you have excelled in each category, achieving numerous accomplishments and much more. We commend you for another year of outstanding leadership, particularly notable given continued reductions in the university budget, and for your positive standing in the local community and beyond.

Following are our conclusions in the six areas:

1) Summarize performance in addressing previously established goals and objectives

Dr. Gogue was asked to summarize performance in addressing previously established goals and objectives. In his first year, through his leadership, a strategic plan that identified 60 academic and non-academic objectives was developed. In three years, more than half of the goals are completed with remaining goals in various stages of progress. Faculty and staff have taken ownership of the strategic plan and are working together to realize its full implementation.

2) Highlight particularly significant accomplishments during the assessment period

Dr. Gogue was asked to highlight significant accomplishments during the academic year. While there are many, several are particularly noteworthy. First, academic strength for each freshman class has risen the past several years and stands at an all-time high. In fact, the 2010 freshman class surpassed the goal set for 2013. (As of this writing, scores for the 2011 class are not yet available.) Second, the common book program initiated in 2010 continues to generate enthusiasm and a shared academic experience across campus. Third, the university has developed a number of outreach partnerships that work to assist and support under-served schools in surrounding communities. Fourth, President Gogue continues to demonstrate adept leadership in managing reductions in the university budget. As a result, Auburn has not suffered diminished academic quality or elimination of academic programs as other universities have faced.

- 3) Identify continuing problems the President is facing and recommend how the Board and the President might work together to address these problems

Dr. Gogue identified two major issues. The first relates to the pre-paid college program (PACT). A resolution was reached through the judicial system, and we agree with President Gogue that he and the Board must continue to work together on PACT and other related issues to ensure Auburn's long-term financial strength. The second relates to implementation and costs of Alabama's new immigration law. Several parts of the law would prove costly to the university, such as the section on "business transactions." Among other things, this section could impact passports or birth certificates for students, services provided on campus or extension offices around the State, purchasing cards, summer camp programs and sporting event tickets.

- 4) Describe three major challenges and three opportunities the university will face in the upcoming year and what roles the president will play in them

Dr. Gogue was asked to name three major challenges for the upcoming year and to talk about the role he will play in addressing those challenges. First, the most pressing challenge continues to be the financial resources Auburn needs to move forward. Curtailing growth in programs and scholarships are two potential options he specified. Second, President Gogue identified the potential for significant changes in composition of the Board. While stating it is ethically inappropriate for him to be involved in Board selections, he hopes the Trustee selection process is conducted in the spirit of Auburn's best interests. Third, the 2013 regional accreditation reaffirmation is another challenge. Work is underway to address all required standards.

- 5) Briefly discuss the strengths and overall performance of the senior administrative staff

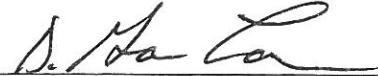
Dr. Gogue was asked to briefly discuss the strengths and overall performance of senior administrative staff. President Gogue completed annual reviews of those who report to him and, along with the Athletics Director, reviewed each head coach at the end of their respective season. Dr. Mary Ellen Mazey departed Auburn to serve as president of Bowling Green State University. She served Auburn well as provost. For a variety of reasons, one vice president was removed. President Gogue and others are working to ensure that division performs as expected. Two senior administrators, Executive Vice President Don Large and Vice President for Student Affairs Ainsley Carry, continue to perform well in their respective roles. They are described by President Gogue as "star performers."

- 6) Provide a brief summary of goals and objectives for the university for the year ahead as well as longer range

Dr. Gogue was asked to provide a brief summary of goals and objectives. First, Auburn will focus its attention on implementation of strategic plan elements yet to be accomplished. In coming years, he expects to see increases in graduation rates, the academic quality metric in which Auburn is weakest. Auburn is now recruiting

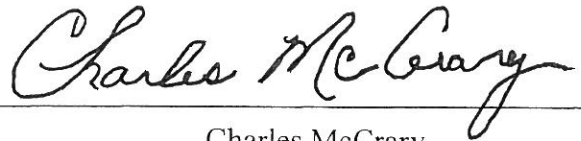
academically stronger students than in the past, there are new programs to support student learning, and costs have been maintained below Auburn's peer institutions. Second, Auburn will continue working to improve graduate programs. Graduate enrollment increased five percent in the past year, but more progress is needed.

In conclusion, the Board is pleased with your commitment and dedication to the university. Auburn is clearly a stronger institution thanks to your leadership. We are likewise grateful for the way in which you and Susie represent Auburn in any setting. We look forward to working with you in the future to continue moving Auburn forward.



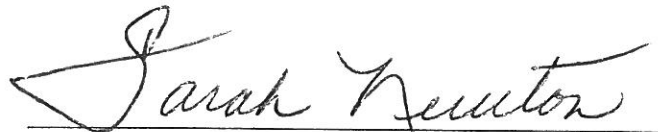
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Gaines Lanier  
Presidential Assessment



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Charles McCrary  
Presidential Assessment



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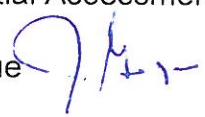
Sarah Newton  
Presidential Assessment



AUBURN UNIVERSITY

OFFICE OF THE PRESIDENT

August 10, 2011

MEMORANDUM TO: Presidential Assessment Group  
FROM: Jay Gogue   
SUBJECT: Annual Self-Assessment (2010-2011)

Based on Auburn University Board of Trustees policy, there are six areas I should address in my annual self-assessment of my performance. Those areas and my thoughts are outlined below:

1. Summarize performance in addressing previously established goals and objectives.

During my first year at Auburn, we collectively identified approximately 60 goals or objectives as part of our strategic plan. These goals are mission related and address both academic and non-academic programmatic areas of Auburn and Auburn-Montgomery. Each year in the spring, a diverse group of campus employees, as well a board member, review annual progress. During the past three years, we have fully completed more than half of our goals and we are making progress on the remainder. While I was clearly involved in setting the framework of our strategic plan, the results are the work of our faculty, staff, and administrative employees. I truly believe they have done a remarkable job—the goal is for it to be their plan, not the President's plan.

2. Highlight particularly significant accomplishments during the 2010-2011 assessment period.

Attachment 1 provides detailed information for the assessment period. Following are highlights of particular importance:

- Academic strength of the 2010 freshman class surpassed the goal for 2013;



- A common book program that generates a shared academic experience;
- Outreach partnerships with under-served schools in surrounding communities; and,
- Leadership during reductions in the University budget to protect academic quality and prevent elimination of academic programs.

3. Identify continuing problems the President is facing and recommend how the Board and President might work together to address these problems.

For several years, the Pre-paid college tuition program has been a long-term major concern to us. One of the legislative actions would have cost Auburn about \$575 million over the remaining life of the PACT program. In the past few months, the courts have ruled that PACT participants will receive funding equal to 2010 tuition levels for the remaining 20 years of the program; this is something the Board and the administration worked on collectively and is extremely important to our long-term financial strength.

A concern in the coming year will be the new immigration law; not the pros and cons of the law, but its implementation and costs. The section that prohibits "business transactions" is the most troubling portion of the law. Some of the issues that we have identified are:

- Passports or birth certificates for 25,000 students;
- Services for fee on campus and at our 67 extension offices—for example, a fertilizer recommendation for a soil sample involves a fee and is, therefore, a business transaction and requires documentation of citizenship;
- Purchasing cards that are used by employees throughout the state will require an affidavit that no illegal persons are employed at that business;
- Transportation of 4-H and student groups;
- Auburn summer camp programs where a fee is charged; and,
- While far-fetched, some argue that a ticket to a sporting event is a business transaction and, therefore, subject to the documentation requirement.

There are other examples that, if full compliance is expected, will be very costly.

4. Describe three major challenges and three opportunities the University will face in the upcoming year and what role the president will play in addressing them.

The top challenge this year, as in the past, will be financial resources. The economy in the state and nationally will have continued impacts on what we are able to accomplish. It appears the federal budget will be curtailed, and directed appropriations have slowed greatly. Within the state, the tax base is making little progress in terms of real growth. We have to curb our appetite in terms of program growth and scholarships.

A second challenge will again be the potential for significant changes in Board of Trustees composition. I believe Auburn has an excellent Board and massive change is always very disruptive to any institution. Since it is ethically inappropriate for a university president to be involved in Board selections, I will simply hope that our process works and that the spirit of selection is based on what is best for Auburn.

The third challenge is our reaffirmation visit by our regional accreditation body in 2013. Much work is underway and we are hopeful we can address the required standards. There is one issue that requires a Board policy for the removal of Trustees. I have asked our staff to determine what we need to be compliant and to present it for your thoughts and discussion.

5. Briefly discuss the strengths and overall performance of the Senior Administrative staff.

All annual reviews of those who report to me have been completed and I would be happy to share my assessment of each of them with you. In addition, I, along with the Athletics Director, review each head coach at the end of their season of competition. In general, we have an excellent senior staff. This past year, Dr. Mary Ellen Mazey accepted a presidential position and she will be missed—her reviews were excellent and she was a pleasure to work with. One Vice President was removed from his position for a

variety of reasons and we are working to bring that division to the level expected. There are a couple of "star performers" that I have mentioned in the past, i.e., Dr. Don Large and Dr. Ainsley Carry. Both continue to do well and are a pleasure to work with.

6. Provide a brief summary of goals and objectives for the University for the year ahead as well as longer range.

We will focus on those elements of the strategic plan that have yet to be completed as our overall guidance for the upcoming year. Of all the metrics that measure academic quality in a university our weakest is still graduation rates. We will see increases in the next few years—we are admitting a much stronger student than in the past, we have many programs to support student learning, and we have maintained costs levels below that of our peer institutions.

The second area of improvement that we are still working on is the area of graduate programs. Graduate enrollment is up this past year by five percent, but we still have much progress to make.

In conclusion, I want to say that Susie and I appreciate being at Auburn. It is exciting and rewarding. If you have specific questions, I would be delighted to respond. As you conduct this review, I only ask that my salary not be increased should you be so inclined.

Attachment

c: Raymond Harbert

Of the 59 goals identified in the Strategic Plan, we have completed 33 and continue working on 26.

#### TALKING POINTS FROM 2010-2011 STRATEGIC GOALS

##### STRATEGIC PRIORITY 1: ELEVATE UNDERGRADUATE EDUCATION AND ENRICH THE UNDERGRADUATE EXPERIENCE

- **2010-2011 Strategic Goal:** Begin implementing the new Honors Curriculum and the General Education Core Curriculum in fall 2010, and start assessing their success.
  - Implementation of the new Honors Curriculum has been completed, including the addition of new Honors Interdisciplinary Symposia, new Honors Departmental courses, Honors Seminars, series of Honors participation courses, and the new capstone “Apogee Experience.”
  - In addition to a thesis, Honors students may also complete a portfolio, conference-style presentation, team project, study abroad, service learning project, or completion of two upper-level Honors Seminars as part of the new Honor’s requirements.
  - The Core Curriculum has been revised to include nearly 20 new courses in the Literature, Humanities, Fine Arts, and Social Science areas.
  - Existing core courses began assessing Student Learning Outcomes in fall 2010; by fall 2011, all core courses will be collecting assessment data in preparation for SACS reaffirmation in 2013.
- **2010-2011 Strategic Goal:** Implement writing in the disciplines and open the Writing Center to all Undergraduate Students beginning fall 2010.
  - As of February 2011, The University Writing Committee has approved writing plans from 41 programs.
  - The Miller Writing Center now maintains seven satellite locations and completed 2,152 consultations in the fall term.
- **2010-2011 Strategic Goal:** Continue to internationalize Auburn University programming efforts, including the global service initiative.
  - In 2011, reciprocal academic exchanges will be created with strategic partners overseas.
  - Efforts to recruit top international students are underway; international alumni are being contacted to assist Auburn efforts overseas.
  - International Programs is facilitating overseas service opportunities among the Colleges and Schools, Student Services, and University Outreach.

- **2010-2011 Strategic Goal:** Increase graduation rates through better advising, use of summer schedule, and class loads taken.
  - Initiatives to enhance academic advising include the implementation of a new degree audit system, Degree Works; completion of a pilot study where faculty report mid-term grades; completion of the Advising Manual; and increased use of peer advisors in several colleges.
  - Following tuition restructuring, students are encouraged to take 15-18 hours a semester, and attend in the summer. The Office of Distance Learning is also developing more distance course offerings for students to take in the summer.
- **2010-2011 Strategic Goal:** Continue to support Distance Education by creating additional online courses and targeted programs at both undergraduate and graduate levels.
  - An incentive model for faculty was established in fall 2010 to encourage the creation of new distance course offerings, particularly at the undergraduate level.
  - The Office of Distance Learning is currently working with units to develop 10 core/high demand courses to be offered summer/fall 2011 with plans to develop an additional 10 core/high demand courses by fall 2011.
  - By the end of 2011, the goal is to offer 20 new quality undergraduate distance courses with a minimum enrollment of 25 students per section.
  - This will assist with the capacity issue by adding 500 seats in core and high demand courses.
  - Also, the use of virtual labs will allow the institution to more than double the use of lab spaces.

## **STRATEGIC PRIORITY 2: BUILD THE FOUNDATION FOR A STRONGER AND LARGER RESEARCH ENTERPRISE**

- **2010-2011 Strategic Goal:** Increase external funding for research and increase the number of competitive research grant proposals submitted and funded.
  - Auburn University research expenditures have remained steady, and research awards have increased 9% over the past three years. The total number of proposal submissions for 2010 was 17% above the three year average.
  - A new Auburn University -Intramural Grants Program approved 55 internal proposals, resulting in over \$2.5 million in awards across all colleges and schools during its inaugural year.
  - The Vice President for Research has made tremendous progress in encouraging faculty to submit collaborative proposals with other institutions.
- **2010-2011 Strategic Goal:** Increase the number of graduate students – goal is 5,000.
  - Graduate enrollment has increased by 5% over last year, with a total graduate enrollment of 3,874 (as of Fall 2010).



- A number of initiatives for enrollment growth have been developed, including graduate certificate programs (approximately 12), new distance education offerings, and the Accelerated Bachelors-Masters Program (approximately 9 are in place).

#### **STRATEGIC PRIORITY 4: REDOUBLE EFFORTS TO SUPPORT, DEVELOP, AND STRENGTHEN OUR PEOPLE**

➤ **2010-2011 Strategic Goal: Improve Auburn University's promotion and tenure process.**

- Departments continue to develop specific guidelines for achieving promotion and tenure. Some have been approved, others are in progress.
- In June 2011, the BOT will receive proposed changes to Chapter Three of the *Faculty Handbook*. These revisions include (1) the recognition of newly established Departmental P&T Guidelines; (2) revised procedures for P&T voting and appeals; and (3) simplified language and clarification.

#### **STRATEGIC PRIORITY 5: COMMITTING TO CONTINUOUS IMPROVEMENT IN STRENGTHENING OUR MANAGEMENT APPROACHES AND INCREASING OUR EFFICIENCY**

➤ **2010-2011 Strategic Goal: Increase opportunities for campus-wide collaboration and external funding as it relates to the Office of Sustainability.**

- The Office of Sustainability has developed the Climate Action Plan 1.0 to provide a vehicle for increasing opportunities for ongoing campus-wide collaboration. Initial planning steps have involved 150 participants from administration, faculty, staff, and students, in nine working groups.
- The Sustainability Minor includes instructors or course offerings from nine of the colleges and schools. Approximately 70 students are currently enrolled in the minor; to date 20 students have graduated with the minor in sustainability.
- Collaborating with other campus units, the Office of Sustainability is developing capacities to provide fee-based consulting services to external audiences for sustainability-related training.

➤ **2010-2011 Strategic Goal: Conduct a formal readiness audit in preparation for the submission of Auburn University's SACS Compliance Certification; identify the focus for the Quality Enhancement Plan.**

- A Compliance Readiness Audit Team is currently working to gather evidence that Auburn remains in compliance with all SACS standards and federal requirements.
- A broad-based Quality Enhancement Plan Exploratory Committee – including faculty, learning specialists, staff, students and an alumnus – submitted a “short list” of three feasible topics, from which Auburn's QEP project will be selected. To gather ideas and build involvement, the committee has conducted focus groups, surveys, and issued a formal call for proposals.

- **2010-2011 Strategic Goal: Continue to identify and implement areas of collaboration between Auburn and AUM.**
  - There have been numerous collaborative efforts between Auburn and AUM in the past year. Two efforts of significant impact include:
  - The joint Master's degree in Cybersystems and Information Security.
  - Establishing a system for transitioning Auburn University deferred students into the Seamless Program.
    - A letter, co-signed by the AUM Provost and the Auburn University Director of University Recruitment, has been sent to all Auburn University deferred applicants who meet the established requirements for admission in this program inviting them to participate in the program.
    - To date, AUM has accepted more than 858 students into the Seamless Admissions program.
    - Although not all students have chosen to participate, both institutions are confident the numbers of students participating will more than double in the 2011-12 year.
- **2010-2011 Strategic Goal: Establish a draft policy for Board of Trustees review that sets priorities for campus master plan implementation.**
  - Facilities provided the Capital Projects Program plan and funding requirements to University leadership for presentation to the Board of Trustees in November 2010.
  - Process for the Master Plan Update for 2012 is underway and is in the data-gathering phase.

#### **STRATEGIC PRIORITY 6: CONTINUE TO DRAMATICALLY EXPAND THE ENDOWMENT, ANNUAL FUND, AND GIFTS TO THE UNIVERSITY, TO SUPPORT ACADEMIC EXCELLENCE AND INCREASE SCHOLARSHIPS**

- **2010-2011 Strategic Goal: Develop an integrated marketing and communications plan.**
  - A comprehensive plan and policy to improve communications quality and processes and create stronger relationships among decentralized communicators and the central office has been developed, approved by senior administration, and is receiving input from around campus.
  - A new university website is in place, with almost all colleges and schools having moved to a unified new template, and soon able to update information more easily through a content management system managed by IT.
- **2010-2011 Strategic Goal: Develop plans for one new major income stream for Auburn University.**
  - The university continues to review its academic and non academic areas for ways to enhance current revenue streams and opportunities for new streams.
  - A goal is to have one to three new revenue streams identified in the near future.