

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

SEPTEMBER 13, 2013

AGENDA
AUBURN UNIVERSITY BOARD
SEPTEMBER 13, 2013

1. Approval of the June 21, 2013, Meeting Minutes
2. President's Report
3. Action Items and Committee Reports
 - A. Academic Affairs Committee/Chairperson Huntley
 1. Proposed Change in Medical Laboratory Science Option in Biology to a B.S. Degree in Medical Laboratory Science
 2. Proposed Graduate Certificate in Public Horticulture
 3. Proposed Master of Science in Agricultural Leadership
 - B. AUM Committee/Chairperson Sahlie
 1. Auburn University at Montgomery Mission Statement
 2. Auburn University at Montgomery Strategic Plan, 2013-2018
 - C. Finance Committee/Chairperson McCrary
 1. Approval of the 2013-2014 Budget
 - D. Property and Facilities Committee/Chairperson Harbert
 1. Foy Hall Dining Facility Addition and Courtyard Improvements, Authorization to Initiate Project and Approval of Project Architect Selection
 2. East Glenn Administrative Support Complex Renovation, Approval of Architect Selection, Project Program, Site, Budget, Funding Plan, and Schematic Design
 3. Auburn Oaks at Toomer's Corner Redevelopment, Approval of Architect Selection
 - E. Executive Committee/Chairperson Lanier
 1. Presidential Assessment (Jimmy Rane)
 2. Selection of a Board Member to the AU Foundation Investment Committee
 3. Selection of Board Members to the Alumni Lifetime Achievement Awards Committee
 4. Posthumous Awarding of the Bachelor of Science Degree in Business Administration to John William Picken
4. Recess Meeting

MINUTES OF A RECONVENED MEETING OF THE
AUBURN UNIVERSITY BOARD OF TRUSTEES
FRIDAY, SEPTEMBER 13, 2013
BALLROOM B, AU HOTEL
AUBURN UNIVERSITY

The Board of Trustees of Auburn University reconvened for a meeting on Friday, September 13, 2013, in Ballroom B of the Auburn University Hotel. President Pro Tempore Jimmy Rane convened the meeting at 10:15 a.m. Upon roll call by Board Secretary Grant Davis, the following named members of the Board of Trustees were deemed to be in attendance:

Mike DeMaioribus, Bob Dumas, Elizabeth Huntley, Raymond J. Harbert, D. Gaines Lanier, Charles McCrary, Sarah B. Newton, Jim Pratt, B.T. Roberts, Clark Sahlie, Jimmy Sanford, and Wayne Smith

The following named Trustee was absent:

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 Bill Sauser, Faculty Advisor (AU); Keivan Deravi, Faculty Advisor (AUM); AUM SGA President Alex Hood; and AU SGA President Harrison Mills. Other persons in attendance at the meeting included the following:

Jay Gogue, President; Timothy Boosinger, Provost; Don Large, Executive Vice President; John Veres, Chancellor, AUM; Joe King, Provost of AUM; Grant Davis, Secretary to the Board of Trustees; Lee Armstrong, General Counsel; Jane Parker, Vice President for Development; Brian Keeter, Director of Public Affairs; Sherri Fulford, Executive Director of Governmental Affairs; Dan King, Assistant Vice President for Facilities; Debbie Shaw, Vice President for Alumni Affairs; Wayne Alderman, Dean of Enrollment Services; Royrickers Cook, Assistant Vice President for Outreach; John Mason, Vice President for Research; Drew Clark, Director, Institutional Research and Assessment; Larry Fillmer, Executive Director for Program Development; Camille Barkley, Interim Executive Director, Communications and Marketing; Joseph Ellis, Chair, AU Staff Council; Chuck Hunt, Chair, AU Administrative and Professional Assembly; Larry Crowley, AU University Senate Chair; members of the Alumni Board, members of the media; and others.

Mr. Rane called upon the faculty advisors to the Board and the Auburn and AUM SGA Presidents for comments.

Mr. Rane 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. Rane to move into Executive Session, seconded by Ms. Newton, and the Board of Trustees unanimously approved. Mr. Rane announced that the meeting would reconvene within thirty minutes.

Mr. Rane reconvened the meeting at 10:50 a.m. and asked for a motion to adopt the minutes from the April 12, 2013, meeting. A motion was received from Mr. McCrary, seconded by Mr. Smith, and the following minutes were unanimously approved.

RESOLUTION

APPROVAL OF MINUTES

WHEREAS, copies of the minutes of the Reconvened Meeting on Friday, June 21, 2013, have been distributed to all members of this Board for review.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees that the minutes of its June 21, 2013, meeting are hereby approved as distributed.

Mr. Rane then called upon Dr. Gogue for the President's Report. At Dr. Gogue's invitation, Dr. John Veres presented a report on the AUM Campus. After the report on the AUM campus, Dr. Boosinger introduced Dr. Mario Eden for a presentation on the AU IGERT Program. Also attending with Dr. Eden were students, Charlotte Stewart, David Roe, and William (Rob) Yantz. Dr. Eden indicated during the presentation that Auburn University has been awarded a \$3 million, 5-year grant entitled "IGERT: Integrated Biorefining for Sustainable Production of Fuels and Chemicals" by the National Science Foundation. This is the first Integrative Graduate Education and Research Traineeship (IGERT) project ever awarded to Auburn University. The AU-IGERT program is an innovative graduate education and research experience that is training a new generation of scientists and engineers to address the multifaceted challenges in the sustainable production of fuels and chemicals. The program provides a unique opportunity to more than 30 PhD students to gain interdisciplinary knowledge and technical expertise, communicate with industry, and to develop professional and leadership skills while working on projects of global significance.

President Gogue thanked everyone for their reports and presentations and presented an update on the Auburn University campus.

Mr. Rane then moved to Committee Reports as follows:

Academic Affairs Committee -- Chairperson Huntley. Ms. Huntley advised that earlier the Committee had reviewed three items and moved for adoption of a unanimous consent agenda. A second was received from Mr. Smith, and the Board unanimously adopted the following resolutions:

RESOLUTION

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

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

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

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

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

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

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

RESOLUTION

PROPOSED GRADUATE CERTIFICATE IN PUBLIC HORTICULTURE

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

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

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

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

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

RESOLUTION

PROPOSED MASTER OF SCIENCE IN AGRICULTURAL LEADERSHIP

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

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED by Auburn University's Board of Trustees that the proposed Master of Science in Agricultural Leadership be approved and forwarded to the Alabama Commission on Higher Education for review and approval.

AUM Committee - - Chairperson Sahlie. Mr. Sahlie advised that earlier the Committee had reviewed two items and moved for adoption of a unanimous consent agenda. A second was received from Ms. Newton, and the Board unanimously adopted the following resolutions:

RESOLUTION

AUBURN UNIVERSITY AT MONTGOMERY MISSION STATEMENT

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

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

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

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

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

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

RESOLUTION

AUBURN UNIVERSITY AT MONTGOMERY 2013 – 2018 STRATEGIC PLAN

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

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

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

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

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

WHEREAS, the draft plan has been approved by the Chancellor of Auburn University at Montgomery and the President of Auburn University, who recommend that the Board approve as a final draft the key strategic elements as shown on Exhibit A, recognizing that the plan is a living document that will be reviewed annually.

NOW, THEREFORE, BE IT RESOLVED that the 2013-18 Strategic Plan, with identified draft strategies, as shown on Exhibit A, is approved, and that Jay Gogue, President, or such other person as may be acting as President, is hereby authorized to do those things necessary and appropriate to implement said Plan and monitor progress towards its achievement.

(Attachment A, Attached to Back of Minutes)

Finance Committee -- Chairperson McCrary. Mr. McCrary indicated that the Finance Committee had met earlier and reviewed the 2013-2014 Budget and made a motion to approve. A second was received from Mr. Harbert, and the Board unanimously adopted the following resolution:

RESOLUTION

2013-2014 BUDGET

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

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

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

Section 3. The proposed expenditure amounts as set out in the budget are hereby approved and adopted and the President is authorized and empowered to enact such budget on October 1, 2013.

The President is further authorized and empowered to effect routine adjustments to this budget as deemed necessary and appropriate.

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

Dr. Sauser thanked the Finance Committee and the Board of Trustees for adopting the budget.

Property and Facilities Committee - - Chairperson Harbert. Mr. Harbert advised that the Property and Facilities Committee had met on August 2, 2013, and again earlier this morning to discuss three items and moved for adoption of a unanimous consent agenda. A second was received from Mr. McCrary, and the following resolutions were adopted.

RESOLUTION

PROPERTY AND FACILITIES COMMITTEE FOY HALL DINING FACILITY ADDITION AND COURTYARD IMPROVEMENTS AUTHORIZATION TO INITIATE PROJECT AND APPROVAL OF PROJECT ARCHITECT SELECTION

WHEREAS, on campus dining is a significant quality of life issue for Auburn University's students, faculty, and staff; and

WHEREAS, Auburn University continues to have a high demand for dining services on campus and insufficient food service outlets to meet that demand, particularly in the core of campus; and

WHEREAS, Dining Services seeks to improve this situation on campus and has proposed a project to add an additional food service outlet at Foy Hall; and

WHEREAS, the addition of a food service outlet will require renovation of a portion of Foy Hall and possibly an addition to it, as well as improvements to the courtyard area; and

WHEREAS, the University Architect determined the firm Infinity Architects, of Montgomery, Alabama was best qualified to provide architectural services on this project.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Auburn University that the Foy Hall Dining Facility Addition and Courtyard Improvements project is approved, and Jay Gogue, President, or such other person as may be acting as President, be and the same is hereby authorized and empowered to:

1. Engage Infinity Architects, of Montgomery, Alabama, as project architect 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.
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.

RESOLUTION

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

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

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

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

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

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

WHEREAS, the estimated total cost for the East Glenn Administrative Support Complex Renovation project is \$3.75 million, to be funded by University general funds saved by the termination of existing lease agreements; and

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

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

1. Establish a total project budget in the amount of \$3.75 million to be funded by University general funds.

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

AUBURN OAKS AT TOOMER'S CORNER REDEVELOPMENT APPROVAL OF PROJECT ARCHITECT SELECTION

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

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

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

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

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

1. Engage Holcombe Norton Partners of Birmingham, Alabama, as project architect to consult and provide basic design services, and site planning; to compare alternative design concepts for consideration; to quantify and qualify project scope and cost alternatives.
 2. Limit the project plan and plan development to the schematic design phase until such time as the program requirements, budget, funding plan, and site are approved by the Board.
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Executive Committee - - Chairperson Lanier. Mr. Lanier indicated that several items require the attention of the Board of Trustees and introduced the first item, Presidential Assessment, and called upon Mr. Rane to present the findings of the review. Mr. Rane thanked President Gogue for another outstanding year of leadership and advised everyone that the assessment is now completed and approved. He also thanked Trustees Lanier and Newton for their assistance in facilitating this process. He stated that copies will be available after the meeting from Board Secretary Grant Davis

Mr. Lanier then presented a request to select a member of the Board to the AU Foundation Investment Committee meeting for a unlimited term. Mr. Rane made a motion to nominate Trustee Wayne Smith. A second was received from Mr. Lanier, and the Board unanimously appointed Mr. Smith to the Committee.

Mr. Lanier then made a motion to nominate Trustees DeMaioribus and Newton to serve a three-year term with President Pro Tempore Rane on the Alumni Lifetime Achievement Awards Committee. A second was received from Mr. McCrary, and the Board unanimously agreed.

Mr. Lanier then called upon Dr. Veres for the final agenda item, Posthumous awarding by AUM of the Bachelor of Science Degree in Business Administration to John William Picken. Dr. Veres advised that the request has been approved by the Head of the Department of Economics and Finance, the Dean of the School of Business, and the Provost. A motion to adopt this resolution was received from Mr. Lanier, seconded by Ms. Huntley, and the following resolution was unanimously adopted:

RESOLUTION

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

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

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

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

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

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

There being no further items for review, Mr. Rane recessed the meeting at 11:25 a.m.



Grant Davis
Secretary to the Board of Trustees

Auburn University at Montgomery

2013-18 Strategic Plan

The Driving Forces

Introduction

In October 2011, the leadership of Auburn University at Montgomery began the planning process for the next five-year plan. The primary work of the planning process occurred during the fall of 2011 through the end of 2012 with additional changes incorporated into the plan as the Auburn University plan became available. The planning process has been comprehensive and inclusive in an effort to develop a plan that broadly represents the vision of the constituents of Auburn Montgomery.

This plan will begin in September 2013 and align the strategic priorities and drive the actions and resources of the University through the end of August 2018. The planning process began with a visioning session asking those involved to think about the possibilities. That is precisely what the 2013-18 Strategic Plan for Auburn Montgomery represents – *possibilities*. If implemented, this plan has the potential to move Auburn Montgomery to achieve the vision established.

This visioning and planning process led to a critical review and restructure of the mission, vision, and values of Auburn Montgomery, as well as the creation of an identity statement.

Identity

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

Mission

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

Core Values of Auburn Montgomery

Through discussions with various constituents of Auburn Montgomery, seven driving forces continued to emerge as the shared values that drive the work and accomplishments of students, faculty, staff, and alumni. Whether it is a student engaging in dialogue with his professor, a new graduate walking into her new office, a professor sharing his research with a corporate executive team, or an international student sharing her culture through a dinner with friends, the same seven themes embody the Auburn Montgomery experience.

Auburn University at Montgomery values and promotes:

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

Vision 2018

The strategic planning process facilitated the development of a vision for the next five years. The 2013-18 Strategic Plan is a road map for accomplishing the five-year vision.

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

- Is known for its commitment to developing dynamic and applied academic and research programs.
- Is a student's first choice in a variety of programs of distinction.

- Embraces and builds an international presence at home and abroad and is increasingly known for its ability to prepare students to thrive in a global community.
- Graduates students who become engaged alumni with a life-long interest in and personal connection to AUM.
- Is recognized as an integral community partner and a resource for the enrichment and economic development of the Southeast region and beyond.

The 2013-18 Strategic Plan embodies these core values, has as its underlying theme the Auburn Montgomery mission, and embraces as its target, Vision 2018. This plan will lead Auburn Montgomery to greater success in the days ahead as the University provides a great education, conducts excellent research, and engages in important service in the surrounding community and beyond.

The Planning Process

The planning process spanned more than a year, with the primary activities beginning in Fall 2011 and going through 2012. The process began with a visioning session in October 2011. This session with University leadership was conducted by Dr. Ronald R. Sims, Floyd Dewey Gottwald, Sr. Professor of Business Administration, Mason School of Business, College of William and Mary, and Dr. Jerry J. Ingram, President, Southeast Research, Inc. This group of 33 participants, which included administrators, faculty, student leaders, and staff, discussed the importance of being comprehensive and inclusive in the planning approach. The group met again in late October to establish a framework for the next strategic plan to which other constituents could react.

Auburn Montgomery leadership sought input through focus groups, open forums, and online. Approximately 30 focus groups were conducted with more than 200 individuals invited to attend. The first sessions were conducted in October 2011 and the final sessions conducted in March 2012. The groups were targeted to represent the following 30 distinct areas or perspectives:

Provost's direct reports	Directors - Other
Faculty Senate Leadership	Staff - 3 years or less at AUM
Faculty Senate	Staff - more than 3 & less than 8 years at AUM
Deans	Staff - 8 or more years at AUM
Associate Deans	Community Leaders
Academic Department Heads	AUM Alumni
Faculty - 3 years or less at AUM	Graduate Students
Faculty - more than 3 & less than 8 years at AUM	Freshmen Students
Faculty - 8 or more years at AUM	Senior Students
AAUP Leadership	Athletes
AUM Advisory Board	International Students
AUM Alumni Board	Transfer Students
Chancellor's direct reports	Underperforming Students
Staff Council	Students who live on campus
Directors - Academic/Student Support Areas	Student Leadership

Additional sessions were held with the leadership group in December 2011 and January 2012. At the December 2011 leadership session, the group appointed a Strategic Planning Steering Committee and Strategic Planning Small Group to compile the information received from the various groups and drive the next steps in developing the plan.

The Strategic Planning Small Group provided an opportunity for online feedback in February and March 2012 and then again in June 2012. Open forum, town hall style meetings were held in June 2012, during which the Chancellor and senior leadership responded to questions from participants. Following those sessions, the Strategic Planning Small Group distributed the plan to the various individuals responsible for portions of the plan for the development of action plans and timelines and the identification of resources required. During this time, Auburn Montgomery hired a new Provost who began working in Fall Semester 2012. He provided additional insight and direction to the plan during his first year on the job, shaping the plan to help facilitate his academic vision for the University. Finally, in May 2013, following a review of the Auburn University 2013-18 Strategic Plan, senior leadership identified areas of alignment between the Auburn University and Auburn Montgomery plans and identified those as such in the Auburn Montgomery plan. This mission statement and, separately, the strategic plan were presented to the Board of Trustees for consideration at their meeting September 13, 2013, at which time both were approved for implementation.

In 2013, the University purchased *Strategic Planning Online*, a software package that will enable managers to more easily track progress on the implementation of the plan. Training on the use of the software began in August 2013.

Strengths

- Diversity
- Excellence of education
- Small class size
- Student interaction with professors
- Location
- Community engagement
- Land on campus
- Relationship with Auburn University
- Hands-on learning experiences
- Access to student resources
- Warm, friendly environment

Opportunities for Growth & Improvement

- Retention
- Online offerings
- Student activities, student life on campus – particularly for international students
- Customer service
- Communication
- Visibility/promotion of AUM including website
- Internal processes
- Resources – particularly IT
- School spirit, affinity, connection with graduates

Opportunities for Expansion & Development

- Expanded programs

- Programs of distinction
- Air Force partnership
- Online courses
- Land – expansion, new buildings
- Expansion of student services and activities
- Expanded opportunities to interact with individuals of different cultures, backgrounds, etc.
- Expanded course options

Threats

- Limited course options
- Cost of a college education
- Ill-prepared students
- Upcoming retirements
- Maintaining the status quo

I. Enhance academic quality and program development reinforced by scholarship

A. Develop and sustain nationally recognized academic programs

Strategies:

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

B. Enhance globalization of AUM

Strategies:

- ☐ Review and modify the University's structure for assimilating international students into the University culture and environment and providing support services to them, and add new services as deficiencies are identified
- ☐ Increase recruitment strategies for international students
- ☐ Grow existing and develop new student and faculty study and research abroad programs

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

Strategies:

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

D. Broadly engage students in service learning

Strategies:

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

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

Strategies:

- ☐ Develop an Online Learning Initiative with a completely self-supporting financial model
- ☐ Maintain technology infrastructure, learning resources, and student services necessary to support distance learning courses
- ☐ Increase online instructional support and design

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

Strategies:

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

III. Increase student recruitment and retention

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

Strategies:

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

B. Increase student persistence and graduation rates

Strategies:

- ▣ Develop a Student Success Center
- ▣ Expand and continuously improve course content in University success courses
- ▣ Track student performance and counsel at-risk students
- ▣ Identify the sources of the academic difficulties of at-risk students and the support mechanisms that would increase the likelihood for their success
- ▣ Enhance and provide additional student support for remedial math, freshman math, English composition, and other courses that create academic difficulty for a disproportionate number of freshmen and sophomore level students
- ▣ Increase student awareness of the Learning Center and tutoring services available
- ▣ Identify student needs for access to on-campus facilities, such as computer labs, study areas, and campus dining, and establish hours of operation to meet student demand
- ▣ Provide advisors and students with electronic tools necessary to generate automated advising reports and status of the progress toward degree

- ☐ Expand the Learning Comes First program to other parts of the campus community

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

Strategies:

- ☐ Evaluate and restructure the advising system and ensure those serving as advisors are equipped to provide the best guidance in students' pursuit of their academic and career goals
- ☐ Adopt a University-wide policy on faculty-student mentoring and an appropriate evaluation system that fosters a culture of faculty-student interaction
- ☐ Provide professional development for advisors and counselors
- ☐ Develop tools to measure quality and effectiveness of the advising program
- ☐ Implement a mandatory faculty early alert mechanism for reporting student absences and at-risk behaviors and early assessment of progress

D. Broaden AUM's appeal by reducing the cost of attendance

Strategies:

- ☐ Conduct a pilot study of using electronic delivery of course materials in lieu of textbooks
- ☐ Increase the number of out-of-state students to limit future tuition increases
- ☐ Maintain a discount rate among the lowest quartile of in-state institutions to limit the need for future tuition increases
- ☐ Review cost-saving initiatives that have been successful at other similarly situated institutions
- ☐ Publicize the reduction in AUM's out-of-state tuition rate

IV. Create a culture of collaboration

A. Create greater internal collaboration

Strategies:

- ☐ Conduct regular informational and discussion sessions on campus, the purpose of which is to gain information about and discuss research interests, potential projects, community needs, and other facts of interest
- ☐ Develop opportunities for cross-unit and interdisciplinary consulting, research, and teaching for faculty and staff and internships, research, and job shadowing/site observations for students
- ☐ Develop a mechanism to spotlight faculty and professional staff background, research interests, and current courses, projects, etc. to allow individuals to learn more about each other and potential opportunities for collaboration
- ☐ Create a program that identifies opportunities to get involved in new projects or initiatives, campus activities, research, and events

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

Strategies:

- ☐ Increase the number of academic and non-academic collaborations
- ☐ Identify, propose, develop, and implement one signature collaborative program

- ☐ Expand existing and create new collaborative programming with Air University
- ☐ Establish a consortium between Auburn University and Auburn University at Montgomery to leverage online course offerings and to enable students at both institutions to earn credit and complete their degrees more quickly

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

Strategies:

- ☐ Enhance the awareness of all collaborations, initiatives, activities, and assistance conducted with or provided to K-12 institutions
- ☐ Develop a program to provide annually all public and private elementary school children (in a specific grade) in Montgomery with an AUM item (e.g., backpack, pencils, school supplies) to develop an awareness and attachment to AUM
- ☐ Develop a needs assessment of five area K-12 schools to identify potential projects, programs, partnerships, etc., and implement three projects, programs, or other partnership activities, each with a different school
- ☐ Develop a proposal for one signature project with a River Region school and present it to the school system for possible implementation
- ☐ Create a summer research program for high school students to work with faculty
- ☐ Develop programs, in consultation with school teachers and administrators, designed to educate parents about college preparedness; assist them with helping their students choose a college and program, apply for financial aid, and choose a major; and identify the support programs available
- ☐ Actively pursue and build K-12 connections with international and cultural programming

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

Strategies:

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

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

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

Strategies:

- ☐ Develop an Office of Orientation and Transition
- ☐ Enhance events and services to encourage greater relationships between faculty, staff, students, and the community
- ☐ Create a strong orientation, assimilation, and welcome program for new and returning students
- ☐ Establish a Transfer Student Association
- ☐ Develop a Parent/Family Association

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

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

Strategies:

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

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

Strategies:

- ☐ Identify additional strategies to increase the likelihood of broad diversity of prospective applicant pools for various faculty positions
- ☐ Aggressively recruit faculty with talent and experience as successful researchers and educators
- ☐ Evaluate and strengthen faculty orientation and mentoring programs

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

Strategies:

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

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

Strategies:

- ☐ Develop a plan for construction of a new academic building
- ☐ Update the campus Master Plan
- ☐ Evaluate opportunities to enhance campus safety and develop a culture of heightened awareness and emergency preparedness
- ☐ Enhance the appearance of the campus
- ☐ Improve the technology infrastructure to create an environment conducive to learning, research, and scholarship
- ☐ Utilize technology to enhance security and increase campus community awareness of safety and security
- ☐ Evaluate the current status of campus facilities and provide an annual State of the Campus report
- ☐ Explore opportunities to implement housing for affinity groups
- ☐ Evaluate classroom effectiveness and redesign/upgrade classrooms with enhanced instructional

technology capabilities, improved structure, and furniture and equipment that enhance the learning environment

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

Strategies:

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

VI. Strengthen and promote the University's distinctive identity

A. Market internally to solidify and promote a common identity

Strategies:

- ☐ Develop internal marketing strategies to address and extend the intended positioning inherent in AUM's new vision, core values, and mission and identity statements
- ☐ Increase internal promotion and strongly emphasize student, faculty, alumni, and staff achievements that reflect successes related to AUM's core values
- ☐ Emphasize and promote AUM's strength as a broadly diverse university (e.g., faculty, teaching skills, student population, student demographics, cultural experiences)
- ☐ Develop and implement a long-term, integrated Strategic Communications Plan for the campus
- ☐ Utilize social media and other new media platforms to improve and expand opportunities for communicating internal news and information of importance to faculty, staff, students, and alumni
- ☐ Improve content management system tools, templates, and training to allow for more independent and proactive website content management campus-wide
- ☐ Implement highly visible, effective mechanisms for increased communication with students

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

Strategies:

- ☐ Collect and review data to assess AUM's position, name recognition, and reputation and to determine the message that should be projected
- ☐ Conduct a comprehensive, in-depth marketing research study that polls members of the general public, as well as prospective students, students admitted but not enrolled, and AUM students, employees, and alumni
- ☐ Develop specific communication messages and pieces that positively differentiate AUM from peers and competitors, showcasing our accomplishments and features of significance
- ☐ Target external communications to address any weaknesses or misinterpretations of the AUM image
- ☐ Broaden AUM's social media impact
- ☐ Create and broadly distribute an annual report
- ☐ Develop a distance education branding strategy and marketing effort that aligns with the University's overall branding initiative
- ☐ Expand targeted marketing and recruitment efforts for various audiences, including prospective students abroad

VII. Enhance relationships with alumni

Strategies:

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

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

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

Strategies:

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

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

Strategies:

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

C. Increase private gifts and the AUM endowment

Strategies:

- ☐ Increase endowment revenue
- ☐ Increase annual fund revenue

The key performance indicators by which progress on the strategic plan will be measured represent five primary areas:

- Student Engagement, Support, & Success
- Academic Programs & Activities
- Alumni Engagement
- Collaboration & Engagement
- Internal Resources & Support

Those five areas and example indicators that will be used to evaluate performance appear below.

Student Engagement, Support, & Success

- Graduate degrees granted
- Bachelor's degrees granted
- Degrees awarded to international students
- Six-Year Graduation Rate
- Freshman to Sophomore Retention Rate
- Sophomore to Junior Retention Rate
- New external internships
- Graduate students
- Students admitted into Honors Program
- International students
- Students who travel abroad
- Student participation in community-based projects
- Non-academic service learning opportunities
- Undergraduate students engaged in summer research
- Enrollment Headcount
- Degree-seeking, first-time freshmen
- 2+2 programs
- Opportunities for students to participate in a study abroad experience
- Student satisfaction

- Online resources availability
- Organized opportunities for students to interact with individuals of different backgrounds

Academic Programs & Activities

- Programs of distinction
- New courses
- External rankings of the University
- Additional graduate programs
- New post-baccalaureate certificate programs
- New undergraduate certificate programs
- Course-related service learning opportunities
- Online courses

Alumni Engagement

- Alumni participation in campus activities
- Alumni membership in the Alumni Association
- Alumni giving a financial gift to AUM
- Alumni engagement opportunities
- Alumni satisfaction with the AUM experience

Collaboration & Engagement – Internally, with Auburn University, and with the Community

- Faculty engaged in advising
- Joint programs, joint appointments, and joint teaching and research endeavors
- Academic collaborations with Auburn University
- Number of non-academic collaborations with Auburn University and other universities
- Collaborative programs with Auburn University
- Programs with Air University
- Collaborative programs developed with local K-12 schools
- Community organizations assisted per year
- Individuals (in the community) trained per year
- Faculty & staff engaged in the community
- Faculty & staff engagements in the community

- Consulting projects with business, government, K-12, and the community at large
- Community awareness of AUM's name, reputation, affordability, accessibility, programs offered, marketing messages, and quality

Internal Resources & Support

- Faculty who travel abroad
- Organized opportunities for faculty & staff to interact with individuals of different backgrounds
- Diversity of faculty recruitment pools
- Tenure-track faculty
- Square footage dedicated for research
- Extramural funds generated
- Funds available for purchase and maintenance of research equipment
- External grants awarded
- Indirect Cost Recovery
- Total value of endowment
- Total dollars raised through the comprehensive campaign

2013-14 Priority Strategies

Following a thorough review of the strategic planning strategies, the anticipated cost to carry out each, and the resources available for FY2013-14, Auburn Montgomery senior leadership identified many strategies as Priority Strategies for 2013-14. The leadership team will begin working on many strategies in 2013-14, but those identified as Priority Strategies were targeted for completion in 2013-14. Many of the 2013-14 Priority Strategies appear in the list below.

- Evaluate and adjust the University academic structure to optimize efficacy
- Review and modify the University's structure for assimilating international students into the University culture and environment and providing support services to them, and add new services as deficiencies are identified
- Evaluate and enhance the organization, staffing, and services of the Library
- Develop an Online Learning Initiative with a completely self-supporting financial model
- Assess the University-wide research infrastructure available and target for improvement those areas identified as needing additional financial and other resources
- Create curriculum maps for each department to provide clear guidance to students and faculty regarding the degree requirements in each program
- Develop a Student Success Center
- Increase student awareness of the Learning Center and tutoring services available
- Evaluate and restructure the advising system and ensure those serving as advisors are equipped to provide the best guidance in students' pursuit of their academic and career goals
- Develop a mechanism to spotlight faculty and professional staff background, research interests, and current courses, projects, etc., to allow individuals to learn more about each other and potential opportunities for collaboration
- Enhance the awareness of all collaborations, initiatives, activities, and assistance conducted with or provided to K-12 institutions
- Develop a needs assessment of five area K-12 schools to identify potential projects, programs, partnerships, etc., and implement three projects, programs, or other partnership activities, each with a different school
- Develop an Office of Orientation and Transition
- Create a strong orientation, assimilation, and welcome program
- Develop a Parent/Family Association
- Enhance the integration of international students into AUM

- Identify additional strategies to increase the likelihood of broad diversity of prospective applicant pools for various faculty positions
- Evaluate and strengthen faculty orientation and mentoring programs
- Evaluate opportunities to enhance campus safety and develop a culture of heightened awareness and emergency preparedness
- Utilize technology to enhance security and increase campus community awareness of safety and security
- Explore opportunities to implement housing for affinity groups
- Develop internal marketing strategies to address and extend the intended positioning inherent in AUM's new vision, core values, and mission and identity statements
- Increase internal promotion and strongly emphasize student, faculty, alumni, and staff achievements that reflect successes related to AUM's core values
- Collect and review data to assess AUM's position, name recognition, and reputation and to determine the message that should be projected
- Conduct a comprehensive, in-depth marketing research study that polls members of the general public, as well as prospective students, students admitted but not enrolled, and AUM students, employees, and alumni
- Assess the training and consulting needs of area businesses and governmental agencies through a needs assessment

Overview of Activities & Participants

I. Development

a. Visioning Session	October 7, 2011	Ron Sims & Jerry Ingram
Participants:		
Jennifer Brown	Jeff Anderson	Michael Esco
Michael Burger	Jeff Barksdale	Ralph Ioimo
Lucy Farrow	Jacques Fuqua	Kimberly Johnson
Rhea Ingram	Jenny Good	Matthew Ragland
Gregg Newschwander	Janice Lyn	Karen Williams
Karen Stine	Tyler Peterson	Terry Winemiller
Steve Crotz	Timothy Spraggins	David Ang
Jeff Elwell	Jennifer Dyess	Debbie Faulk
Carolyn Golden	Michelle Hutcherson	Barbara Hightower
Katherine Jackson	Kathy Mitchell	Ben Okeke
Wanda Meadows	Darius Pettway	Neil David Seibel
 b. Strategic Planning Session	 October 28, 2011	 Ron Sims & Jerry Ingram
Participants:		
Michael Burger	Katherine Jackson	Lucy Farrow
Michael Esco	Ramona Lazenby	Matthew Ragland
Carolyn Golden	Janice Lyn	Marilyn Rhodes
Rosine Hall	Ben Okeke	Timothy Spraggins
Darius Pettway	Neil David Seibel	Karen Williams
Lee Farrow	Steve Crotz	David Ang
Barbara Hightower	Michelle Hutcherson	Jennifer Dyess
Kimberly Johnson	Rhea Ingram	Debbie Faulk
Wanda Meadows	Ralph Ioimo	Jacques Fuqua
Karen Stine	Terry Winemiller	Tyler Peterson
 c. Focus Group Sessions		
Faculty Senate Leadership		October 31, 2011
Associate Deans		October 31, 2011
Faculty with 3 years or less at AUM		October 31, 2011
Faculty more than 3 & less than 8 years at AUM		November 1, 2011
Academic Department Heads		November 2, 2011
AAUP Leadership		November 7, 2011
AUM Advisory Board		November 7, 2011
Provost's direct reports		November 7, 2011
Faculty Senate		November 8, 2011
Faculty with eight or more years at AUM		November 8, 2011
AUM Alumni Board		November 8, 2011
Chancellor's direct reports		November 14, 2011
Deans		November 15, 2011
Staff Council		November 17, 2011
Directors – Academic/Student Support Areas		November 29, 2011
Directors – Other		November 29, 2011
Staff – more than 3 & less than 8 years at AUM		November 29, 2011

Staff with 3 years or less at AUM	November 30, 2011
Staff with 8 or more years at AUM	December 1, 2011
Community Leaders (13)	December 8, 2011
AUM Advisory Board – Session #2	December 8, 2011
AUM Alumni	December 8, 2011
Graduate Students	February 27, 2012
Students	February 28, 2012
Students	February 29, 2012
Students	March 1, 2012
Student Leadership	March 2012

d. Strategic Planning Session December 2, 2011 Ron Sims & Jerry Ingram

Participants:

Jeff Anderson	Jenny Good	Sheila Austin
Michael Burger	Sam Flynt	Lucy Farrow
Michael Esco	Katherine Jackson	Matthew Ragland
Carolyn Golden	Janice Lyn	Marilyn Rhodes
Rosine Hall	Gregg Newschwander	Timothy Spraggins
Kathy Mitchell	Ben Okeke	Karen Williams
Darius Pettway	Neil David Seibel	David Ang
Laura Carpenter	Steve Crotz	Jennifer Brown
Lee Farrow	Michelle Hutcherson	Jennifer Dyess
Barbara Hightower	Rhea Ingram	Debbie Faulk
Kimberly Johnson	Ralph Ioimo	Jacques Fuqua
Wanda Meadows	Ramona Lazenby	Tyler Peterson
Karen Stine	Terry Winemiller	

e. Appointed Strategic Planning Task Force

Members:

Jeff Anderson	Lucy Farrow	Jan Lyn
David Ang	Sam Flynt	Gregg Newschwander
Sheila Austin	Jacques Fuqua	Darius Pettway
Michael Burger	Jenny Good	Karen Stine
Joy Clark	Rhea Ingram	
Jennifer Dyess	Katherine Jackson	

Completed the initial development of the plan outline (January / February 2012)

f. Appointed Strategic Planning Small Group

Members:

Lee Farrow
Venessa Funches
Sam Flynt
Carolyn Golden
Katherine Jackson

g. Strategic Planning Review Session January 27, 2012

h.	Online Input Opportunity	February / March 2012
i.	Open Forum Opportunities to give feedback	June 2012
j.	Online Input Opportunity	July 2012
k.	Strategic Planning Leadership Group	June 6, 2012
l.	Development of Action Plans	July – September 2012
m.	Provost Review	September 2012
n.	Review & Refinement	October 2012 – January 2013
o.	Review and comparison to AU Plan	May / June 2013
p.	Finalization of Plan	June 2013

II. Participants

Everyone has had the opportunity to provide input into the planning process. Many have opted to do through a planning session, focus group, online input, or open forum.

Input was specifically sought in a manner to give individuals in the following representative groups an opportunity to voice their opinions:

Provost's direct reports	Directors – Other
Faculty Senate Leadership	Staff with 3 years or less at AUM
Faculty Senate	Staff – more than 3 & less than 8 years at AUM
Deans	Staff with 8 or more years at AUM
Associate Deans	Community Leaders
Academic Department Heads	AUM Alumni
Faculty with 3 years or less at AUM	Graduate Students
Faculty more than 3 & less than 8 years at AUM	Freshmen Students
Faculty with eight or more years at AUM	Senior Students
AAUP Leadership	Athletes
AUM Advisory Board	International Students
AUM Alumni Board	Transfer Students
Chancellor's direct reports	Underperforming Students
Staff Council	Students who live on campus
Directors – Academic/Student Support Areas	Student Leadership