THIS IS AUBURN.
Immediately following the approval of the 2013-18 Strategic Plan by the Board of Trustees, the University launched its efforts to prioritize and implement many of the goals, priorities, and commitments outlined in the plan. Supporting the University’s efforts to become a premier land-grant institution, the plan utilizes a framework that outlines five broad priorities designed to strategically strengthen Auburn’s commitment to research, instruction, and outreach. The following report highlights some of the progress achieved during our first year of implementation.

Under the leadership of the Provost and Vice President for Academic Affairs, the University’s Strategic Plan Implementation Committee has worked diligently over the past year to identify key performance indicators and advance our strategic initiatives. As we enter the second year of implementation, we will continue to follow this roadmap for success. Areas of emphasis during year two include a sustained emphasis on enhancing student success while identifying new opportunities to promote the professional development of our faculty. We will strengthen our research enterprise by enhancing our institutional resources to support faculty in their research endeavors and by advancing the University’s role as an economic leader. We will continue to enrich the lives of Alabama’s citizens through increased outreach, extension, and service programs to the state. We will continue to improve the University’s internal practices through enhanced processes and procedures while also supporting our efforts to achieve the institution’s comprehensive campaign goals. This is an exciting time for Auburn University, and I am pleased to share our progress with you.

War Eagle,

Jay Gogue

President’s Letter
Graduate student Charles Pell receives valuable field experience assisting with research examining climate change response and carbon sequestration in southern forests. He works closely with Lisa Samuelson, professor of tree physiology in the School of Forestry and Wildlife Sciences and director of the Center for Longleaf Pine Ecosystems.
STRASTRATEGIC PRIORITY 1
Enhance Student Success and Diversify Enrollment

Auburn University maintains a shared institutional goal of preparing our students for post-graduate success. Central to this is the development of programs and resources designed to support Auburn students at all phases of their college experience. By placing an emphasis on student success, the first year of Auburn’s Strategic Plan emphasized the development of new retention-based initiatives and the extension of academic programs to diverse audiences. Achievements to support student success demonstrate our strong commitment to providing an unparalleled academic experience that fosters unique approaches to teaching and learning.
Strategic Goal #1
Emphasize student retention and achievement through timely degree completion and clear pathways to student success.

Strategic Goal #2
The University will strengthen the student experience and broaden its influence by serving new groups of students and emphasizing the academic importance of diversity. We will support the talents of all qualified students and prepare them to thrive in an increasingly global environment.

SELECTED ACCOMPLISHMENTS

DEVELOPMENT OF A RETENTION PLAN
In an effort to better support retention and graduation rates, a comprehensive retention plan was developed during the 2013-14 academic year. By strengthening existing programs, the plan utilizes retention-based programs based on predictive analytics, increased emphasis on academic advising and career counseling, and increased resources for at-risk students. The plan also calls for mandatory orientation for all transfer students, the continued use of the Early Alert Grade Program, and the development of a summer bridge program.

CAREER CENTER SUPPORT
During spring and summer 2014, the Auburn University Career Center began offering half-day major selection workshops during the semester and prior to selected Camp War Eagle sessions for students uncertain of their major choice.

50-60 students attended each CWE session.

PILOTING OF A FRESHMAN ADVISING CENTER
To enhance student success and decrease the number of students who change their major, plans were approved during 2013-14 to establish a new Freshmen Advising Center. The Center, to be piloted during year two of implementation, will offer Auburn’s first-year students a range of resources to help them achieve their academic goals. These resources include individual skills assessment, major selection, development of a consistent four-year plan, and career and pre-professional advising.

INCREASED PARTNERSHIPS WITH 2-YEAR COLLEGES
Auburn strengthened its partnerships with Alabama’s two-year college system with the addition of agreements with Gadsden State Community College and Wallace State Community College. Enhancing its role as a higher education resource, Auburn will host a one-day workshop in fall 2014 for academic advisors from community colleges to reinforce the importance of Auburn’s relationships with transfer institutions and to recruit talented transfer students to the University.

EXPANDED RECRUITING EFFORTS
In addition to high-ability students from Alabama, Auburn continued to recruit top prospective students from across the country by expanding the University’s recruitment areas to include St. Louis, MO and Chicago, IL. The University also hired a full-time recruiter in Texas and increased its global reach to prospective international undergraduate students with the hiring of an international student advisor.
INCREASE IN NEW PLUS STUDENTS
Auburn successfully increased its number of new students participating in the Provost Leadership Undergraduate Scholarship (PLUS) program. Established in 2006 to support talented, first-generation college students and also benefit those with financial need, PLUS provides a $2,000 scholarship per academic year renewable up to four years, and provides peer mentors to support the students both academically and socially to ensure their success.

new students participating in the Provost Leadership Undergraduate Scholarship (PLUS) program

38% 2013
2012

PLUS Scholars participate in a pre-freshman Study Abroad Program in the U.S. Virgin Islands.
Strategic Goal #3
The University will redefine its role in the development of eLearning programs (including distance education), meeting the needs of current and new Auburn students in ways that are consistent with the University’s academic standards.

SELECTED ACCOMPLISHMENTS

AUM CONSORTIUM
In spring 2014, a consortium was established between Auburn and Auburn University-Montgomery to leverage existing online course offerings (including distance education courses) and streamline the exchange of transfer credit for each institution.

COMMON MOBILE PLATFORM
To facilitate the campus-wide adoption of eLearning strategies, the University developed a feasibility study in spring 2014 to determine the need for a common mobile platform. Findings from the study led to Auburn’s “iPad Pilot” program to facilitate collaborative learning, incorporate technology into existing curricula, and enable new methods of instruction. In fall 2014, the use of iPads will be piloted in a 100-student section of Biology 1020.

Selected Accomplishments

Students use iPads in Scott Bowling’s Biology 1020 class.

eLEARNING AND DISTANCE EDUCATION PROGRAMS
In spring 2014, Auburn signed an agreement with eLearning partner Everspring to support the development of new distance education programs. With the shared goal of identifying three undergraduate academic programs and selected master’s programs that possess the greatest potential for success, Everspring will work with Auburn’s faculty and staff to deliver instructional design, program marketing, recruitment, and student services.

2015 Best Graduate Programs from U.S. News & World Report

- Chemistry: 107
- Computer Science: 91
- Math: 104
- Physics: 122
The ePortfolio Project expanded its faculty cohort in 2013-14 and now includes faculty from 19 programs, many working to revise their curriculum to embed elements of ePortfolios throughout the curriculum. At the end of its first full year of implementation, students responding to the graduation survey show a 15% increase over the pilot year in having heard of the project and there was a 6% increase in the number reporting they had done an ePortfolio. The project has successfully implemented key components of the infrastructure including faculty oversight committees, a grant application process, an Outstanding ePortfolio Award, and a revised assessment plan based on consultation with a leading ePortfolio scholar. 

19 Programs embedded ePortfolio throughout curriculum

The 2014 Outstanding ePortfolio Award was presented to Lauren Worthington Callihan. Lauren is a graduate student in the English Department. Dr. Miriam Marty Clark remarks that Lauren “USED THE EPORTFOLIO IN A MORE INTENTIONAL WAY THAN ANY OTHER STUDENT TO DEMONSTRATE AND REFLECT ON THESE CONNECTIONS AND TO SHOWCASE HER EMERGING COMPETENCE AS A READER AND THINKER. HER EPORTFOLIO EXHIBITED CLEAR COMMUNICATION, FOCUSED REFLECTION, AND EXCEPTIONAL VISUAL STRUCTURE.”
STRATEGIC COMMITMENTS

BETTER PREPARE INTERESTED STUDENTS FOR GRADUATE AND PROFESSIONAL STUDY
In fall 2013, the Biggio Center for the Enhancement of Teaching and Learning established an on-campus testing center for students interested in completing the GMAT, with future plans to expand the facility’s capacity to include GRE testing.

NEW INTERDISCIPLINARY DEGREE AND RESEARCH OPPORTUNITIES FOR GRADUATE STUDENTS
In an effort to increase the number of interdisciplinary degrees offered, the University approved a new minor in Information and Cyber Analysis. With the increasing complexity of technology for cyber security, the program teaches students how to manage complex data sets and emphasizes problem-solving skills that transcend traditional academic boundaries. In fall 2013, the colleges of Agriculture and Education created the Master of Science in Agricultural Leadership to provide students and practicing professionals a plan of study in preparation for advanced positions in agricultural agencies, producer groups, government agencies, and similar fields.

INCREASE STUDENT SUPPORT SERVICES
During the 2013-14 academic year, student use of Academic Support Services grew considerably, with the number of Supplemental Instruction students increasing from 5,349 in 2012-13 to 5,794 in 2013-14, and the number of Study Partners appointments increasing from 7,807 in 2012-13 to 9,420 in 2013-14.

Graduation Success Rate for Student Athletes
2013: 75%
2014: 78%

100 seat testing center

5,349
number of Supplemental Instruction students 2012-13

5,794
number of Supplemental Instruction students 2013-14

7807
number of Study Partners appointments 2012-13

9,420
number of Study Partners appointments 2013-14
PATRICK DONNAN

Patrick Donnan’s research interests are in theoretical atomic, molecular, and optical physics. Patrick will study under Professor Dieter Jacksch at the Centre for Quantum Computation at Oxford University. For the past four years, Patrick has worked in few-body physics where he investigated uses in quantum information processing (QIP). Patrick’s research examines the use of Rydberg atoms – an atom where two electrons are very far from the nucleus of the molecule – to realize exotic, tunable gauge fields. Rydberg atoms hold great promise in quantum computing and quantum information processing. One half of the 2012 Nobel Prize in Physics was given to researchers for their work on interactions between Rydberg atoms and microwaves that are directly tied to this research thrust. Gauge field theories are important in physics, underlying the mathematics behind quantum field theories. Being able to experimentally realize highly tunable gauge fields will allow physicists to study gauge physics in-depth. This theoretical work will hopefully lead to the experimental realization and exploration of rich physical phenomena.

Patrick was named a recipient of the prestigious Marshall Scholarship, becoming one of only 40 U.S. students selected to attend their choice of university in the United Kingdom. He was also a 2013 Barry M. Goldwater Scholar, an honor bestowed only to approximately 300 students nationwide each year and widely considered the most prestigious award in the United States for undergraduates in science, technology, engineering and mathematics disciplines. He traveled to Leipzig, Germany, to study at the Max Planck Institute for Quantum Optics in May 2014. In fall 2014 Donnan began his studies at Oxford University.
ENHANCE ACADEMIC FACILITIES
In fall 2013, Auburn launched its first active learning classroom in Haley Center. The classroom allows students and faculty to work together in a space carefully designed to foster collaborative learning and student engagement. Designed by a team of faculty, students, instructional designers, and IT specialists, the room offers clustered seating, glass boards along the walls, and a screen at each table for collaboration and sharing. Because the room also provides network access for laptops, tablets, and other devices, students can use their own technology and make instant virtual connections to software applications needed for specific courses. During summer 2014, a second classroom was constructed in the College of Sciences and Mathematics to accommodate 72 students.
<table>
<thead>
<tr>
<th>Strategic Plan Metrics-Strategic Priority #1</th>
<th>Baseline</th>
<th>2014</th>
<th>2018 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total degrees awarded (annual)</td>
<td>5,881</td>
<td>6,114</td>
<td>6,300</td>
</tr>
<tr>
<td></td>
<td></td>
<td>in 2013-14</td>
<td></td>
</tr>
<tr>
<td>Total doctorates awarded (annual)</td>
<td>477</td>
<td>490</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td></td>
<td>in 2013-14</td>
<td></td>
</tr>
<tr>
<td>First-year retention rate</td>
<td>89.9%</td>
<td>90.3%</td>
<td>93%</td>
</tr>
<tr>
<td>4-Year graduation rate</td>
<td>44.3%</td>
<td>46.8%</td>
<td>50%</td>
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<tr>
<td>6-Year graduation rate</td>
<td>68.8%</td>
<td>70.9%</td>
<td>78%</td>
</tr>
<tr>
<td>Undergraduate enrollment, % non-resident first-time freshmen</td>
<td>35%</td>
<td>38%</td>
<td>40%</td>
</tr>
<tr>
<td>Mean ACT composite score for new freshmen, Alabama residents</td>
<td>27.1</td>
<td>27.1</td>
<td>27.0</td>
</tr>
<tr>
<td>Number of undergraduate international students</td>
<td>151</td>
<td>319</td>
<td>1,000</td>
</tr>
<tr>
<td>% Pell recipients among new freshmen</td>
<td>14%</td>
<td>13.2%</td>
<td>20%</td>
</tr>
<tr>
<td>Enrollment in fully online degree programs, undergraduate</td>
<td>0</td>
<td>0</td>
<td>2,300</td>
</tr>
<tr>
<td>Implementation of sustainable Career ePortfolio project</td>
<td>---</td>
<td>25%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Auburn’s second EASL classroom opened in fall 2014 to facilitate active learning in science and mathematics classes.
Allen L. Landers’ area of research is atomic, molecular, and optical physics, and his work is funded through the U.S. Department of Energy and the National Science Foundation. He has co-authored numerous publications on the fundamental interaction of ionizing radiation with atoms and molecules through the use of quantum dynamics imaging, including works in high-impact journals such as Science and Nature. In addition to a vigorous research program, Landers teaches at all university levels, from introductory science for non-science majors to graduate courses in physics.
Achievements related to faculty success illustrate the University’s commitment to fostering a work environment where all faculty excel as teachers, researchers, and scholars. The University utilized the first year of the strategic plan to identify key areas of emphasis necessary to recruit, support, and retain a diverse cadre of faculty by emphasizing work-life balance and providing ample resources to support them in their academic careers. Efforts in 2013-14 identified a broader scope of work to be completed in subsequent years that will result in better support for faculty.
Strategic Goal #4
The University will increase productivity by supporting faculty vitality and ongoing faculty development.

SELECTED ACCOMPLISHMENTS

PARTICIPATION IN COACHE
During fall and spring 2013-14, Auburn faculty participated in the Collaborative on Academic Careers in Higher Education (COACHE) survey of faculty job satisfaction conducted by the Harvard Graduate School of Education. Designed to better understand the academic working lives of faculty and improve their job satisfaction and performance where possible, the COACHE study utilizes various benchmarks to provide an overall sense of how faculty feel about a particular aspect of their work life. Responses from the faculty were compared with those of faculty at selected peer institutions, as well as the full cohort of participating institutions.

COACHE RECOMMENDATIONS
(to be completed during year two of the Strategic Plan Implementation)
1. Evaluate the need for policies related to Spousal/Partner Hiring and Flexible Workload/Modified Duties
2. Determine the need for campus childcare
3. Address the need for increased faculty appreciation and recognition
4. Evaluate the need for enhanced training for department heads and chairs
5. Develop enhanced support to sustain increased research productivity
6. Create a Commission on the Academic Careers of Women at Auburn University

FACULTY EXCELLENCE IN TEACHING
While several of Auburn’s best faculty were acknowledged for their achievements in teaching, research, and outreach in 2013-14, the University recognized an academic unit for the first time with the presentation of the Departmental Excellence Award in Education. The award, presented by the University Senate, recognizes the efforts of departmental faculty for their commitment to improving education at both the undergraduate and graduate level. Following a thorough review of proposals and oral presentations submitted by several departments, the Teaching Effectiveness Committee selected the Department of Mechanical Engineering for its combined efforts to improve teaching and learning and for its ability to demonstrate a meaningful impact on student success. As a recipient, the Department will receive $10,000 annually for the next three years to initiate faculty development activities designed to further advance teaching and learning.

STRATEGIC PLAN METRICS-
STRATEGIC PRIORITY #2

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>2013-14</th>
<th>2018 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty job satisfaction</td>
<td>TEACHING (5-point scale)</td>
<td>3.75</td>
<td>3.75</td>
</tr>
<tr>
<td>Faculty job satisfaction</td>
<td>RESEARCH (5-point scale)</td>
<td>3.26</td>
<td>3.20</td>
</tr>
<tr>
<td>Faculty job satisfaction</td>
<td>SERVICE (5-point scale)</td>
<td>3.33</td>
<td>3.35</td>
</tr>
</tbody>
</table>
Faculty response identified **QUALITY OF COLLEAGUES** as the best aspect about working at Auburn.

- **88%** of Auburn faculty would recommend their department as a place to work if asked by a candidate for a faculty position at their rank.
- **89%** of faculty are satisfied with influence they have over the focus of their research, scholarly, or creative work.
- **74%** of faculty agree that their department is collegial.
- **65%** of faculty are satisfied with their department as a place to work.
- **67%** of faculty are satisfied with Auburn University as a place to work.
- **77%** of faculty are satisfied with the intellectual vitality of pre-tenure faculty in their department.

Faculty indicate they need more support for these areas:

- **30%** Satisfied obtaining externally funded grants
- **52%** Satisfied laboratory, research, or studio space
- **54%** Satisfied recognition for teaching efforts
- **58%** Agree able to balance teaching, research, and service activities

**Areas for Improvement**

- Spousal/partner hiring & flexible workload/modified duties
- Campus childcare
- Enhanced training for department heads & chairs
- Enhanced support to sustain increased research productivity
- Increased support for academic careers of women
An Auburn University research team, led by professor of chemistry and biochemistry Stewart Schneller, has designed a compound aimed at reversing the immune-blocking abilities of certain viruses. They have produced a new drug candidate that could one day slow or even stop the deadly Ebola virus.
Auburn’s research achievements during the first year of implementation include significant and wide-ranging interdisciplinary efforts, as well as faculty accomplishments in research, scholarship, and creative work across multiple disciplines. The year began with a significant expansion of responsibilities for the Office of the Vice President for Research with the addition of a formal role in promoting economic development. As Auburn strengthened key research initiatives, faculty and the administration collaborated to identify a new set of research priorities designed to further advance the institution’s contributions to knowledge and its reputation for global leadership in discovery.
RE-DESIGNATED THE OFFICE OF THE VICE PRESIDENT FOR RESEARCH AS THE OFFICE OF THE VICE PRESIDENT FOR RESEARCH AND ECONOMIC DEVELOPMENT (OVPRED)

As Auburn continues to increase its visibility as a central resource in the State of Alabama, this action provides a clear point of focus for the University’s economic development activities and strengthens Auburn's research collaborations with organizations and industries across the state in order to advance Alabama’s economy. In recognition of this expanded role, Dr. John Mason’s title became Vice President for Research and Economic Development. While the office continues to serve as the central resource for external organizations interested in working with Auburn to advance research initiatives, Dr. Mason also works to cultivate new partnerships with the specific goal of advancing the economic interests of Alabama.

AUBURN SELF-STUDY

In 2014, Auburn committed to a self-study to seek designation from the Association of Public and Land Grant Universities as one of its “Innovation and Economic Prosperity Universities.” A key area of emphasis during year two of the strategic plan implementation, the study will engage academic and non-academic units in a collaborative process designed to identify Auburn’s efforts in developing public- and private-sector partners across Alabama and the region. The study will also assess Auburn’s activities related to developing innovation and entrepreneurship, technology transfer, talent and workforce development, and community development.

RESEARCH RETREAT AND RECOMMENDATIONS

Following the selection of Dr. John Liu as Associate Provost and Associate Vice President for Research in fall 2013, OVPRED staff and the colleges’ associate deans for research held a retreat in spring 2014 dedicated to rethinking Auburn’s research strategies. Outcomes of the retreat included the identification of key areas of emphasis necessary to advance Auburn’s research enterprise during year two of the strategic plan implementation.

Increasing Auburn’s proportion of research-active faculty through strategic cluster hires and competitive start-up packages

Expanding Auburn’s research funding portfolio to more closely align with funding opportunities, particularly for NIH and NSF

Enhancing Auburn’s research expectations for faculty

Prioritizing equipment needs and making strategic investments in research equipment to acquire, update, and sustain a state-of-the-art research infrastructure

<table>
<thead>
<tr>
<th>Strategic Plan Metrics-Strategic Priority #3</th>
<th>Baseline</th>
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<th>2018 Goal</th>
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<tbody>
<tr>
<td>Total Research Expenditures, Most Recent Year ($1,000s) (NSF)</td>
<td>$133,013</td>
<td>$147,229</td>
<td>$165,000</td>
</tr>
<tr>
<td>Federal Research Expenditures ($1,000s)</td>
<td>$55,557</td>
<td>$57,253</td>
<td>$62,000</td>
</tr>
<tr>
<td>Total Journal Publications, Last Four Years</td>
<td>3,716</td>
<td>4,105</td>
<td>4,050</td>
</tr>
<tr>
<td>Total Citations Earned, Last Five Years</td>
<td>30,538</td>
<td>31,337</td>
<td>38,450</td>
</tr>
<tr>
<td>Books Published Since 2003</td>
<td>178</td>
<td>251</td>
<td>400</td>
</tr>
<tr>
<td>Total Academic Awards Won by Current Faculty</td>
<td>105</td>
<td>113</td>
<td>125</td>
</tr>
</tbody>
</table>
Auburn Speaks: On Food Systems

In April 2014, during Research Week, Auburn published Auburn Speaks: On Food, the third volume in the Auburn Speaks Series. Applying Auburn’s land-grant expertise to addressing complex issues facing the region, nation, and world, this interdisciplinary book features articles and interviews by Auburn faculty and students that address food-related research in areas such as nutrition, engineering, economics, marketing, horticulture, poultry science, veterinary medicine, fisheries, and more.

Produced jointly by the Office of the Vice President for Research and Economic Development and the Office of University Writing, Auburn Speaks is an annual book series focusing on a specific research topic of interest to a public audience. The fourth issue, Auburn Speaks On Cyber, is scheduled for release in the spring 2015 and will focus on cyber and the rise of the digital domain.
EDWARD VIA COLLEGE OF OSTEOPATHIC MEDICINE BRANCH CAMPUS

In 2013, the Edward Via College of Osteopathic Medicine (VCOM) broke ground for its newest branch campus, located adjacent to Auburn University. The need for increased access to healthcare remains a growing concern for the citizens of Alabama. With a physical presence in every county of the state, Auburn is uniquely positioned to address this need. By partnering with VCOM, Auburn is also opening doors for future students who may consider a career in osteopathic medicine. With VCOM, Auburn’s most highly qualified students will have access to a fully accredited medical education next door to Auburn’s campus.
RFID CENTER

In June 2014, the nation’s leading Radio Frequency Identification (RFID) research center relocated from the University of Arkansas to Auburn University. Designed to engage in research collaborations initially with the Raymond J. Harbert College of Business, the Samuel Ginn College of Engineering, and the College of Human Sciences, the 13,000-square-foot RFID Lab will focus on the quickly changing face of physical retail stores in the modern era of widely available “disruptive technology.” Located a few miles from campus, the RFID Center will facilitate research on factory, warehouse, and distribution centers, as well as various retail and store formats.

“Imagine pointing your smart phone at a head of lettuce in the grocery store and having the phone tell you what farm the lettuce came from and that the produce arrived in the grocery store three days ago. What if your phone could even tell you what temperatures the lettuce was exposed to in transit? Would you pay extra for that lettuce? You bet I would.”

Bill Hardgrave, Dean and Wachovia Professor, Raymond J. Harbert College of Business
ECONOMIC DEVELOPMENT WITH GE

Working to increase economic development across Alabama, representatives from the University, the city of Auburn, and the state were on hand in July 2014 to announce GE Aviation’s intention to develop a high-volume additive manufacturing facility in Auburn. Offering a unique additive manufacturing capacity for the jet propulsion industry, the facility represents a $50M GE investment in the Auburn area and the creation of 450 new jobs. In preparation for the new facility, GE will partner with Auburn University to help meet the workforce, research, and technology requirements for high-volume production.
iK9 PROGRAM
During 2013-14, Auburn University continued its collaboration with the company iK9, the world’s largest trainer of detection dogs. Under a license agreement developed through the Auburn Research and Technology Foundation and using the University’s Canine Detection Training Center in Anniston, AL, iK9 will train dogs and their handlers in the use of the VAPOR WAKE technology developed at Auburn University, which enables specially trained dogs to detect concealed explosives. This partnership has already created new jobs in Alabama, and in 2014 the University will receive an EDPA award from the Economic Development Partnership of Alabama for this successful university-corporate partnership.
Dreams of flight became a reality for Junior Ranger Camp participants learning about Tuskegee Institute and Tuskegee Airmen. On the last Saturday of camp, 30 Junior Rangers were given the gift of flight from Auburn University Aviation Center and flew over the City of Tuskegee, Tuskegee University, and the historic airfields where the airmen trained.
As a land-grant institution, Auburn continues to fulfill its mission of providing quality programs designed to educate Alabama’s citizens while advancing the state through workforce training, community partnerships, and civic engagements. Achievements in the areas of outreach and service resulted in the creation of new opportunities designed to extend Auburn’s reach to students afar, while continuing to address social, economic, and health and wellness challenges across the state.
Strategic Goal #7
The University will increase its educational programs for Alabama residents across their lifespan, honoring its land-grant role as a campus without borders.

SELECTED ACCOMPLISHMENTS

WORKFORCE-RELATED PROGRAM SERIES
Auburn increased its cadre of certificate programs with the addition of nine new programs, including the addition of a new Military Spouse Career Advancement (MyCAA) Program certificate. MyCAA is a federal educational assistance program focusing on workforce development in portable career fields. Over 700 participants registered for MyCAA offerings through Auburn in 2013-14.

NATIONAL AND REGIONAL CONFERENCES
In June 2014, the Office of University Outreach and the College of Education’s Truman Pierce Institute hosted over 200 K-20 leaders at the 4th annual Anti-Bullying Summit. Designed to engage and facilitate local, state, and national coalitions for Pre K-12 educators, higher education faculty and administrators, student leaders, mental health practitioners, researchers, community leaders, policymakers, and other professionals, the conference tackled important issues of K-20 bullying and cyber-bullying in learning environments.

EXTENSION PROGRAMS
In 2013-14, ACES launched “Extension Reconsidered,” a series of public forums assessing the legacy and impact of extension programs, and envisioning future directions for the Extension System. The forums are part of a national initiative sponsored by Imagining America.

EDUCATIONAL AND PROFESSIONAL TRAINING OPPORTUNITIES
An identified priority of the Office of University Outreach in 2013-14, participation in non-credit outreach and extension programs increased over 4,600 with primary areas of growth in Professional and Continuing Education, the Extension System, and conferences and professional courses offered by the Samuel Ginn College of Engineering.

INCREASE IN COMMUNITY ENGAGEMENT
The Office of University Outreach successfully increased the number of service agency partnerships in the AuburnServes initiative from 145 in 2012-13 to 163 in 2013-14.

1,800 young people across the state were acquainted with techniques for increasing fruit and vegetable consumption through 4-H Body Quest: Food of the Warrior and CHAMPION.

1,150 child-care providers increased healthy provider-child relationships, use of learning activities for children, and professionalism in high-quality child care.

7,100 Alabama young people improved eating habits, increased physical activity, and prepared food more effectively following six weeks of EFNEP training.

1,354 seventh graders participated in the All Stars program to prevent, reduce, or eliminate negative behaviors and promote positive behaviors.
**BLESSINGS IN A BACKPACK**
Extending its reach to underserved youth in the surrounding counties, Auburn's Blessings in a Backpack program increased its impact to over 700 low-income children. Realizing that the many youth in the rural communities often do not receive adequate meals during the weekend, the program was expanded in 2013 to provide provisions every Friday afternoon so that the students can enjoy healthy balanced meals and snacks when they aren't at school.

**CAMPUS KITCHEN PROJECT**
The number of underserved individuals reached by Auburn University’s chapter of The Campus Kitchens Project increased by 75%, with nearly 200 additional hot meals served weekly. The chapter was one of eight campuses to receive the “Going Beyond the Meal Award” at the 2014 Food Waste & Hunger Summit.

<table>
<thead>
<tr>
<th>Strategic Plan Metrics-Strategic Priority #4</th>
<th>Baseline</th>
<th>2013-14</th>
<th>2018 Goal</th>
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<tbody>
<tr>
<td>Students participating in outreach and extension programs</td>
<td>300</td>
<td>218</td>
<td>600</td>
</tr>
<tr>
<td>Total participants, non-credit instructional activities</td>
<td>38,500</td>
<td>43,108</td>
<td>50,000</td>
</tr>
<tr>
<td>Participants in programs to increase workforce readiness</td>
<td>870</td>
<td>1,047</td>
<td>1,500</td>
</tr>
<tr>
<td>Total participants, Hispanic Extension programs</td>
<td>35,000</td>
<td>24,946</td>
<td>45,000</td>
</tr>
<tr>
<td>4-H Participation</td>
<td>107,000</td>
<td>131,702</td>
<td>157,000</td>
</tr>
</tbody>
</table>
Capping a five-month renovation of Samford Park at Toomer’s Corner, two stone eagles sit atop the gates marking the entrance to Auburn University. The eagles are replicas of the two marble statues that adorned the gates for more than 50 years. The original statues were displayed inside Samford Hall this summer, away from the elements that have taken their toll over the years.
In an effort to strategically align its resources with institutional priorities, Auburn engaged in several funding-related initiatives in 2013-14. Among these, enhancing Auburn’s budget allocation process and stewardship remained a top priority for the institution with several new approaches to resource allocation discussed across campus. Additional achievements include targeted efforts to enhance sustainability, improve existing campus structures, assess the University’s marketing efforts, and achieve considerable progress towards Auburn’s comprehensive campaign goals.
Budget model development
Considerable thought was given to how the University could better support its land-grant mission by improving its processes for allocating resources. Following a careful assessment of the existing budget model, the University engaged in a collaborative process to address challenges and opportunities as well as identify a potential new model.

Implementation of AUSOM
The Office of University Scholarships successfully implemented a new software program designed to more effectively manage scholarships for Auburn students. Launched campus-wide in fall 2014, the Auburn University Scholarship Opportunity Manager (AUSOM) allows students to search, review requirements, apply, and accept awards for available scholarship opportunities, adding increased efficiency to Auburn’s scholarship awarding process.

Enhancing campus facilities
In April 2014, Facilities Management hosted a workshop with the Board of Trustees to review 2015-20 Capital Project Priorities for the University’s academic spaces. Aligning with the Campus Master and Land Use Management Plans, the priorities include new academic buildings for high-impact/high-demand programs. Beginning with the Mell Classroom Building in 2014, future facilities include an additional classroom facility and laboratory building and new academic buildings for the College of Education and the School of Nursing.

Enhancing employee appraisal
In 2014, the Office of Human Resources completed a series of focus groups among campus stakeholders to solicit feedback regarding salary administration guidelines, compensation practices, and existing forms. Findings from the sessions will be used during the second year of implementation to enhance the employee performance management process. Under a new Director of Compensation and Classification, a proposal was finalized to complete a market research plan for the University. The performance appraisal period was realigned to more closely coincide with Auburn’s budget cycle, and the performance management process will be automated during year two of implementation to coincide with the application of People Admin 7.0.

Reduction in energy use
The University continued to support its efforts to reduce the institution’s energy intensity index with a reduction in the Energy Use Intensity (EUI) metric from 155 KBTU/Sq.Ft. in 2006 to 128 KBTU/Sq.Ft. in 2013-14.

THIS IS AUBURN.
Year one of the strategic plan saw the successful implementation of the institution’s “THIS IS AUBURN.” brand. The second year of implementation will measure the impact of Auburn’s brand among three key audience groups (prospective students, alumni, and parents) through the administration of an identity study.
THIS IS AUBURN.

Whether you’ve known about Auburn all your life or are just learning about this university, we invite you to discover the real Auburn.

This is a university whose alumni include the CEO of Apple, the founders of Habitat for Humanity and Wikipedia, an Oscar-winning actor, sports legends, and astronauts. Graduates are recruited by top companies around the globe.

This is a university where you will make friends for a lifetime with a 250,000-strong, worldwide network of alumni who will think of you as family.

This is a university that will surprise you, impress you, and propel you to success as it has for generations before you. auburn.edu
COMPREHENSIVE CAMPAIGN

In 2013-14, the University remained engaged in an historic comprehensive campaign designed to advance Auburn into the highest ranks of the nation’s land-grant institutions. With a campaign goal of $1 billion, the University surpassed many of its annual philanthropic goals with significant increases in funding designed to provide additional support to the highest priorities.

The Samuel Ginn College of Engineering received a $10.55 million philanthropic investment from Walter S. “Walt” and Virginia E. “Ginger” Wolosz to support its priorities. 

COMPUTITIVE ATHLETIC PROGRAMS

Following months of planning, Auburn Athletics completed a Strategic Plan in spring 2014. Identifying strategies to enhance its operations and facilities, the plan outlines key approaches to enhancing student athlete development programs, advancing the rankings of the University’s nationally recognized programs, ensuring athletic program compliance with governing bodies, improving the game-day experience for fans, and upgrading many of the University’s athletic facilities. Completion of the plan coincided with the naming of David Benedict as COO for Athletics.

The Samuel Ginn College of Engineering received a $10.55 million philanthropic investment from Walter S. “Walt” and Virginia E. “Ginger” Wolosz to support its students’ educational needs and faculty’s research efforts, while bolstering the technical advances of its research facilities.

<table>
<thead>
<tr>
<th>Strategic Plan Metrics-Strategic Priority #5</th>
<th>Baseline measured 06/30/13</th>
<th>2013-14 measured 06/30/14</th>
<th>2018 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding for scholarships</td>
<td>$125,296,391</td>
<td>$160,618,963</td>
<td>$237,362,500</td>
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<tr>
<td>Reduction in Energy Use Intensity (EUI)</td>
<td>155 KBTU/Sq.Ft.</td>
<td>128 KBTU/Sq.Ft.</td>
<td>124 KBTU/Sq.Ft.</td>
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<tr>
<td>Funds raised towards the comprehensive campaign</td>
<td>$483,728,135</td>
<td>$616,758,181</td>
<td>$1,092,971,612*</td>
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<tr>
<td>Increase in funds generated from students</td>
<td>$48,049</td>
<td>$74,713</td>
<td>TBD</td>
</tr>
<tr>
<td>NACDA Directors’ Cup Standings</td>
<td>Top 10%</td>
<td>Top 10%</td>
<td>Top 10%</td>
</tr>
</tbody>
</table>

*working goal

NACDA Directors’ Cup Standings

TOP 10%

most successful collegiate athletic programs
THIS IS SCHOLARSHIP.

THIS IS INNOVATION.

THIS IS ENGAGEMENT.

THIS IS OPPORTUNITY.

THIS IS HOME.

THIS IS SERVICE.

THIS IS ACTION.

THIS IS ACHIEVEMENT.

THIS IS SUCCESS.

THIS IS AUBURN.
THIS IS AUBURN.