Auburn University 2013-18 Strategic Plan
Second Year Progress Report

THIS IS AUBURN.
2013-18 STRATEGIC PLAN: **YEAR TWO** PROGRESS HIGHLIGHTS

**PRIORITY 1: ENHANCE STUDENT SUCCESS**
- Developed a Finish in 4 plan to reduce time to degree and student debt — supports retention rate and graduation rates
- **27.3** Mean ACT composite score for new freshmen in 2015
- University College approved for students enrolled in Interdisciplinary University Studies and cross-college programs
- Approved plans for new academic facilities:
  - Mell Classroom Building — Library Renovation
  - Academic Classroom and Laboratory Complex
  - New School of Nursing
- Approved plans for new academic facilities:
  - Opened second EASL classroom in COSAM
- Finishing in 4: Increased the number of new international undergraduate students by 200 (from 319 in 2014) with the launch of Auburn Global

**PRIORITY 2: ENHANCE FACULTY SUCCESS**
- Hosted new training sessions for department leaders to enhance faculty satisfaction and success
- Conducted interviews with more than 70 female faculty members to identify barriers to success

**PRIORITY 3: ENHANCE RESEARCH, SCHOLARSHIP, AND CREATIVE WORK**
- Auburn University’s Huntsville Research Center leveraged approximately $4 million in external research awards and contracts for Auburn University
- Auburn University increased its sponsored research and development by 10% from the previous year (source: NSF)
- July 2015: Auburn joined with GE Aviation, Alabama Power, and Alabama Department of Commerce to host a forum on additive manufacturing
- Strategic hire initiative resulted in 5 interdisciplinary cluster hire proposals funded

**PRIORITY 4: ENHANCE PUBLIC ENGAGEMENT**
- Auburn joined with GE Aviation, Alabama Power, and Alabama Department of Commerce to host a forum on additive manufacturing
- Strategic hire initiative resulted in 5 interdisciplinary cluster hire proposals funded
- Competitively funded **11 intramural grants totaling $220,000**
- 138,600 Alabama youth participated in ACES-sponsored 4H programs
- $50 million Federal Gear Up Alabama Grant increased Auburn partnerships with K-12 schools from 17 to 71

**PRIORITY 5: FOCUS RESOURCES ON INSTITUTIONAL MISSION AND PRIORITIES**
- Launched the public phase of Auburn’s billion-dollar comprehensive campaign
- Generated more than $790 million in new gifts and commitments as of 6/30/15
- Because this is Auburn.
  - A Campaign for Auburn University
- Pursuing resource allocation strategies for Auburn’s future
- Top-of-mind awareness of Auburn as an excellent institution

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2014</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prospects</td>
<td>29%</td>
<td>31%</td>
<td>+7%</td>
</tr>
<tr>
<td>Alumni</td>
<td>74%</td>
<td>77%</td>
<td>+4%</td>
</tr>
</tbody>
</table>

SimpsonScarbrough survey of prospective students and alumni.
Auburn’s 2013-18 Strategic Plan continues to advance our institution’s collective efforts and, in this annual report, you will see that the University once again made significant progress toward realizing many of our goals. Building on the momentum from year one, the second year of implementation welcomed new opportunities to advance our institution by providing exceptional instruction, meaningful outreach, and transformative research.

Much of our institution’s success over the past year can be attributed to the plan, a living document that translates the intellectual capital of our University into unique programs and initiatives designed to impact the world. The accomplishments presented in this update reflect the hard work and dedication of countless Auburn faculty, students, staff, and alumni. We are fortunate to have such a unique group of Auburn men and women who continue to make such a substantial investment of their time, talents, and resources in the future of our institution.

The following document presents a snapshot of our work over the last 12 months. As you read it, you will see evidence of the impressive levels of collaboration and shared commitment to our institutional goals. Most importantly, you will see the results of the shared optimism and aspirations for our University. To say it is an exciting time at Auburn University is an understatement. With so much work completed, I am confident that we will continue to achieve our goals for success while building on each year’s accomplishments.

Looking ahead, we will continue to work together to move the University forward. Taking a moment to realize what we have accomplished together enables our community to determine our priorities for year three of the plan’s implementation. I look forward to updating you again, and am proud to share the accomplishments of our great institution.

War Eagle,

Jay Gogue
After being raised to understand the importance of giving back to the community, Azeem Ahmed has plans to change the world and interned with the United Nations, traveling to Egypt to address the hunger crisis overseas. He was awarded the Harry S. Truman Scholarship, the Clinton Hunger Award, and also was a finalist for the Rhodes Scholarship. While her son, Azeem, finished his bachelor’s degree in 2014, Nighet Ahmed was preparing to enroll in Auburn’s doctoral program. Nighet is equally concerned for the welfare of others and was awarded the Boren Fellowship to study Arabic for a year in Fez, Morocco, while conducting research about the experiences of girls and women in the area. With her research, she plans to do a cross-cultural examination comparing what motivates women and their challenges.
Auburn University’s commitment to students remains at the core of its mission. In 2014-15, the University launched several new initiatives to support the retention and progression of our students as well as the diversity of our campus community by focusing on first-generation and international students. Recognizing the need for enhanced approaches to teaching and learning, Auburn faculty and staff worked diligently to create new opportunities for student participation in co-curricular and active learning activities, while also strengthening our academic advising and health and wellness programs.
Strategic Goal #1
Emphasize student retention and achievement by encouraging and expecting timely degree completion and by clearing pathways to student success.

SELECTED ACCOMPLISHMENTS

ESTABLISHED THE UNIVERSITY COLLEGE
In 2015, Auburn established a University College with the goal of ensuring that current students enrolled in the Interdisciplinary University Studies Program are granted access to the comparable levels of recognition, graduation honors, and community identification as students enrolled in other academic majors. The College provides the University with a campus designation for new interdisciplinary and cross-college academic programs and facilitates the growth of future programs. In addition, the College provides oversight to the Sustainability, Cyber Security, and Leadership minors as well as any fully distance interdisciplinary completer undergraduate programs.

NEW POLICIES
• In spring 2015, Auburn’s Military Transfer Credit Policy was revised to modify the awarding of academic credit for military training. The revision broadens Auburn’s current practices to include credit for courses that are part of an enrolled student’s military training or service, provided the University has determined that the proposed transfer credits (1) meet the requirements at the collegiate level, and (2) result in learning outcomes comparable to those students would have achieved through Auburn’s own instruction.

OPENED AUBURN’S EXPLORATORY ADVISING CENTER
Following the development of the University’s comprehensive Retention Plan in 2014-15, the Office of Undergraduate Studies collaborated with Auburn’s academic support units, the colleges and schools, and the Auburn University Career Center to create an interdisciplinary Exploratory Advising Center. Located on the ground floor of Mary Martin Hall in the University College, the Center provides advising and career counseling for students who are uncertain about their major selection or to upper-division students who are transitioning to a new major. Students receive a variety of services and support to assist them in their search for and ultimate selection of an appropriate academic major, carefully tied to their academic interests, skills, and goals.
DEVELOPED A FINISH IN FOUR PLAN

During 2014-15, a Finish in Four Work Group, comprising representatives from academic and student affairs units, collaborated to develop a multifaceted plan to increase student success while addressing financial resources for students. The plan encourages and supports students in completing their progress towards degrees in a timely four-year period.

There are many reasons why it’s important to finish your degree in four years. Besides the time and money involved in extending your time to degree, another factor to consider is that prospective employers and professional/graduate school admissions committees look for applicants who have demonstrated that they are able to succeed while taking a full slate of courses each semester, being involved on campus, and possibly holding a part-time job. You will want your record when you leave Auburn to reflect your ability to work hard, manage your time, and balance your responsibilities.

ACADEMIC PROGRESS

Average Advisor-Student Ratio

Piloted a Summer Bridge program for conditionally admitted students

The 2015 U.S. News & World Report Best Online Programs listed online graduate programs in the Harbert College of Business, the College of Education, and the Samuel Ginn College of Engineering among the top online programs in the nation.

Top Public University in Alabama

#1

The Business Journals ranked Auburn

#52

Among 484 national public universities and colleges
Prestigious Scholars Program
Auburn University continued its winning tradition with a record number of students recognized as national prestigious scholars in 2014-15, including a Marshall Scholarship Recipient (Auburn’s second in as many years), two Barry M. Goldwater Recipients and one Honorable Mention, eight National Science Foundation Graduate Research Fellows, four Fulbright Scholars, one Udall Scholar, one Boren Fellow, four Gilman Scholars, a German Academic Exchange Service Summer Research Fellow, two Rhodes Scholarship finalists, and two Harry S. Truman Scholarship finalists, to name a few. While their accomplishments bring recognition to our academic programs, these students represent dozens of Auburn scholars nominated for our nation’s top undergraduate and postgraduate awards.

In fall 2014, Auburn University graduate Ashton Richardson was selected as a recipient of the prestigious Marshall Scholarship, becoming one of only 40 students in the United States selected to pursue graduate studies at his university of choice in the United Kingdom. A 2012 summa cum laude graduate in the College of Agriculture with a major in animal sciences (pre-veterinary medicine), Richardson will attend the University of Sheffield to pursue graduate studies in international development following the completion of his studies at Texas A&M University’s College of Veterinary Medicine. While at Auburn, Richardson’s achievements included the W. James Samford Foundation President’s Award; the 2013 Fellowship of Christian Athletes Bobby Bowden Award; the Cliff Hare Award, which is awarded to Auburn’s top male scholar athlete; the Auburn University Male Scholar Athlete for academic year 2012-13; and Auburn’s nominee for the SEC H. Boyd McWhorter Award in spring 2013. A four-year letterman and linebacker for the Auburn Tigers, Ashton conducted undergraduate research under the direction of Dr. Reid Hanson, professor of veterinary medicine, examining articular cartilage thickness in cadaveric equine limbs.

K(NO)W Poverty? Project
In early fall 2015, more than 70 incoming Auburn University Honors College students rolled up their sleeves for a historic week of action and awareness during the second annual k(NO)W poverty? Week of Service. The Auburn University Honors College created the Week of Service with an emphasis on poverty awareness in 2014 following a letter sent to Auburn leaders from the Alabama Possible – Alabama Poverty Project. The program seeks to inspire, educate, and engage students and faculty who are willing and able to work toward eliminating poverty in Alabama.
**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**

**EVER TO CONQUER SCHOLARSHIP**
A new Ever to Conquer Scholarship was introduced in 2014-15 to support first-generation students and others with demonstrated financial need. Awarded to 60 incoming freshmen and 37 transfer students, the scholarship gives priority consideration to students who qualify for the Federal Pell Grant. Incoming freshmen receive $5,000 per year for four years, and transfer students receive $5,000 for two years. Recipients also participate in the Provost Leadership Undergraduate Scholarship Retention Program to maximize their opportunities for success.

**EXPANDED RECRUITING EFFORTS**
In addition to recruiting 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, Chicago, IL, and New Jersey. The University also hired a full-time recruiter in Texas and increased its global reach to prospective international undergraduate students by hiring an international student advisor.

![London Carlisle](image)
London Carlisle  
Lineville, AL  
Central High School  
Double major in Theater/Business

“I believe I will be successful at Auburn, because I possess an unmatched drive and perseverance for the things that I love. I am optimistic, passionate, and diligent in all that I do. I want to strive for greatness, and I believe that Auburn’s history of success and tradition is the perfect vessel for me to achieve my goals.”

In spring 2015, the University developed a reverse-transfer credit agreement with Southern Union State Community College (SUSCC) to create a seamless transfer process between the two colleges. Under the agreement, students who transfer to Auburn from SUSCC have the opportunity to transfer credits back to SUSCC to complete the associate's degree.
Following the establishment of Auburn Global in spring 2015, the program hired a managing director, academic director, and student services director, in addition to other operational staff. Auburn Global welcomed its first cohort of students in fall 2015, including 160 undergraduate and 80 masters-level students. The successful launch of Auburn Global involved more than 50 university employees and 15 international recruiters who visited Auburn’s campus in February 2015. These recruiters hosted recruitment events in more than 20 countries, including India, China, and Vietnam.
**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**

**DEVELOPMENT OF NEW ONLINE DEGREE PROGRAMS**
Numerous Auburn faculty collaborated with EverSpring in 2014-15 to identify the first three online completer programs to be developed in the coming year. With plans to offer the first program in 2016, the programs include business, nursing (an RN to BSN program), and computer science (a new program to be developed).

**ePORTFOLIO AWARDS**
In addition to the Outstanding ePortfolio Awards for students, the Office of University Writing also awarded the inaugural Gary Brown ePortfolio Faculty Cohort Award. The award recognizes individuals or teams of faculty who exhibit exemplary leadership in promoting the ePortfolio Project Faculty Cohort.

The 2015 recipients included faculty leaders from the Department of Art. As an early member of the ePortfolio Project Cohort, faculty in Studio Arts created new courses to introduce students to ePortfolios early in the curriculum, emphasizing key skills such as documenting artistic creations, reflecting on their process, and integrating the final ePortfolio into the capstone course.
iPAD PILOT

In fall 2014, Auburn launched an iPad Pilot Program to support innovation in teaching and learning. Twenty-three faculty from 17 departments participated in the program to determine potential opportunities for engaged learning, interdisciplinary collaborations, and innovative teaching. The program will be expanded in 2015-16 to include a “Bring-Your-Own-iPad” component for selected courses. The 2015-16 pilot will include the Miller Writing Center and courses in Architecture, English, Math, Psychology, and Theater.
The second of Auburn’s Engaged Active Student Learning (EASL) classrooms successfully opened in fall 2014 in the College of Sciences and Mathematics. This 72-seat classroom in the Sciences Center Classroom Building includes state-of-the-art technology and collaborative tables which enable Auburn faculty to promote active learning. Faculty have taught more than 100 courses (with multiple sections) in these classrooms and are preparing for Auburn’s future academic facilities.
STUDENT HEALTH AND WELLNESS INITIATIVES
During 2014-15, the Division of Student Affairs provided leadership to several health education initiatives involving alcohol awareness and sexual assault. In fall 2014, the Office of Health Promotion & Wellness Services successfully piloted two new programs: AlcoholEdu and Haven (sexual assault and relationship violence program). The programs provide online, broad-based, prevention programs to address alcohol abuse and sexual assault. Beginning fall 2015, both programs are required for first-year students.

IMPLEMENTED AU INVOLVE
In 2014, the Office of Student Involvement began utilizing AU Involve, a software program that allows students to swipe their TigerCards at events in order to track attendance and allow students to enter information about their involvement in particular programs and organizations. The software captures information that students may use to create co-curricular transcripts for use as potential artifacts in their ePortfolios.
In 2015, the Office of Student Counseling Services welcomed Moose, a 7-year-old yellow Labrador retriever, as a therapy dog to work with students in individual and group counseling sessions. Originally trained by Auburn University Canine Performance Sciences as an explosive detection dog, Moose is one of only two dogs in the world who has been shown to be able to detect a live virus.
FUTURE ACADEMIC FACILITIES

The 2014-15 year saw major advances in academic capital projects for the University. These included approval of the Mell Classroom Building, the Academic Classroom and Laboratory Complex, a new building for the School of Nursing, renovations to Pebble Hill and Broun Hall, and several other projects. The new facilities will transform teaching and learning at Auburn and also will increase the inventory of multipurpose classrooms and instructional laboratories.

The scope of the Mell Classroom Building was expanded during summer 2015 to better integrate the new building with the RBD Library and create several additional active learning classrooms. The new design will support seamless classroom access to library resources and librarian expertise and promote active and experiential learning.

<table>
<thead>
<tr>
<th>Strategic Plan Metrics-Strategic Priority #1</th>
<th>Baseline</th>
<th>2014</th>
<th>2015</th>
<th>2018 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total degrees awarded (annual)</td>
<td>5,881</td>
<td>6,114</td>
<td>6,186</td>
<td>6,300</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2013-14</td>
<td>2014-15</td>
<td></td>
</tr>
<tr>
<td>Total doctorates awarded (annual)</td>
<td>477</td>
<td>490</td>
<td>519</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2013-14</td>
<td>2014-15</td>
<td></td>
</tr>
<tr>
<td>First-year retention rate</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>93%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4-Year graduation rate</td>
<td>42%</td>
<td>47%</td>
<td>49%</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-Year graduation rate</td>
<td>68%</td>
<td>71%</td>
<td>73%</td>
<td>78%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate enrollment, % non-resident first-time freshmen</td>
<td>40%</td>
<td>38%</td>
<td>41%</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean ACT composite score for new freshmen, Alabama residents</td>
<td>27.0</td>
<td>27.1</td>
<td>27.4</td>
<td>27.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of undergraduate international students</td>
<td>151</td>
<td>319</td>
<td>514</td>
<td>1,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Pell recipients among new freshmen</td>
<td>14%</td>
<td>13%</td>
<td>12%</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enrollment in fully online degree programs, undergraduate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2,300</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation of sustainable Career ePortfolio project</td>
<td>---</td>
<td>25%</td>
<td>40%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Rendering of Academic Classroom and Laboratory Complex
Bruce Tatarchuk, chemical engineering professor in the Samuel Ginn College of Engineering and director of Auburn’s Microfibrous Materials Manufacturing Center, was awarded the SEC’s Auburn University Faculty Achievement Award for 2015. Tatarchuk’s discoveries have resulted in 12 U.S. patents and a large number of foreign patents. His work focuses on chemical interactions occurring at solid surfaces, and he has pioneered the design and development of microfibrous-entrapped sorbents, catalysts, and electrocatalysts that facilitate extremely high levels of chemical reactivity. This work has led to the commercialization of numerous products, including double-layer capacitors, advanced batteries, polishing sorbents, heterogeneous catalysts, filters, and thermal and electrical conduction aids.
The University’s emphasis on faculty excellence remained a priority in 2014-15. Strategic initiatives included an emphasis on faculty development by creating new programs and initiatives to better support faculty at all career stages. Department leaders were encouraged to identify and advance areas of unique strength and support faculty excellence at all levels.

By creating new opportunities for innovation and identifying potential barriers to success, the University reemphasized the concept of work-life balance and engaged the faculty, staff, and administration in a new dialogue to better promote advancement, innovation, discovery, and scholarly productivity.
Strategic Goal #4
The University will increase productivity by supporting faculty vitality and ongoing faculty development. We will create an even stronger environment for academic work and will expect that work to flourish in teaching, discovery, application, and public service.

SELECTED ACCOMPLISHMENTS

CREATED A COMMISSION ON WOMEN IN ACADEMIC CAREERS
In fall 2014, a Commission on Women in Academic Careers was established to identify barriers to promotion and enhance support for female faculty at Auburn. Using data from the Collaborative on Academic Careers in Higher Education study, the commission hosted six focus groups and individual interviews with tenured and tenure-track female faculty during the late spring and early summer of 2015.

INCREASED TRAINING FOR DEPARTMENTAL LEADERS
In an effort to provide department heads and chairs with information across critical management areas, the Provost’s Office offered two training sessions to foster leadership through an exchange of ideas and resources. The first training session, Enhancing the Role of Departmental Leaders, focused on the traditional and unique roles of Auburn’s department heads and chairs. The second training session, Effective Faculty Evaluations, addressed common challenges to conducting faculty annual reviews and identified opportunities for increased consistency across all academic units.

DEPARTMENTAL AWARD FOR EXCELLENCE IN EDUCATION
In fall 2014, the University recognized the Department of Mechanical Engineering as the first recipient of Auburn University’s Departmental Award for Excellence in Education. Presented by the University Senate, the award recognizes the efforts of departmental faculty for their commitment to improving education at both the undergraduate and graduate levels. 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 meaningfully impact 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.

PROGRAMS FOR NEW FACULTY

- **23** Development Seminars
- **8** Mentoring Events

50%
More Programs
Offered through the Biggio Center for the Enhancement of Teaching and Learning. The New Faculty Scholars (NFS) program supports new Auburn faculty during their first two years of employment and addresses specific departmental teaching requirements and provides resources and helpful discussions.

Increase in faculty participation in NFS events hosted through the Biggio Center

- **66%**

New tenure-track faculty members hired 2015

60

2015
LEISCHUCK AWARD RECIPIENTS

Each year, two Auburn faculty members are recognized for their extraordinary talents as teachers and mentors as well as their innovation in the classroom. The Gerald and Emily Leischuck Endowed Presidential Awards for Excellence in Teaching are presented annually from two of Auburn’s most beloved alumni, Dr. Gerald and the late Mrs. Emily Leischuck.

Debbie R. Folkerts, one of two 2014 Leischuck Award recipients, has served as an assistant professor in the Department of Biological Sciences since 1986. Folkerts is widely known for her popular lectures and innovative methods for promoting understanding of biological concepts and conceptual thinking through a variety of engaging activities. In addition to teaching, Folkerts focuses her research on the biology and conservation of rare species, especially those found in southeastern pitcher plant bogs, where she studies plant and arthropod interactions and documents the diversity and decline of endemic bog species.

Another 2014 Leischuck Award recipient, Stuart Loch, has worked as a researcher and faculty member in the Department of Physics since 2002. Recognized for his remarkable efforts to help students understand physics and prepare young professionals for the Medical College Admissions Test (MCAT) exam, Loch supports students in realizing their academic goals. Loch’s research focuses on modeling the light emitted from astrophysical and laboratory plasmas. He studies fusion plasma experiments aimed at developing a clean energy source for the future. His astrophysical research in recent years has involved investigating the light given off from exploding stars called supernovae.

<table>
<thead>
<tr>
<th>Strategic Plan Metrics-Strategic Priority #2</th>
<th>Baseline</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2018 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty job satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TEACHING (5-point scale)</td>
<td>3.75</td>
<td>3.75</td>
<td>Next survey date 2017</td>
<td>4.00</td>
</tr>
<tr>
<td>Faculty job satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RESEARCH (5-point scale)</td>
<td>3.26</td>
<td>3.20</td>
<td>Next survey date 2017</td>
<td>3.50</td>
</tr>
<tr>
<td>Faculty job satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SERVICE (5-point scale)</td>
<td>3.33</td>
<td>3.35</td>
<td>Next survey date 2017</td>
<td>3.50</td>
</tr>
</tbody>
</table>
Auburn strengthened its role in the development of industrial production of precision metals by hosting a forum on industrialized additive manufacturing in July 2015. The forum focused on sharing applied research and machine design development with industries ranging from aerospace to biotechnology. Experts representing industry leaders such as GE Aviation, GKN Aerospace, NASA, Carpenter Technology, U.S. Army Aviation, along with faculty from Auburn University, the University of Alabama, the University of Alabama in Huntsville, and the University of Memphis, each discussed the development, implementation, and utilization of new processes and computer-aided hardware and software to produce components from material and composites.
As Alabama’s largest land-grant institution, Auburn remains committed to the development of new discoveries and advanced knowledge necessary to remain an economic leader. In 2014-15, the University celebrated several advancements in disciplinary and interdisciplinary research across countless areas. The collective efforts of faculty and students represented the University’s strategic scholarly interests and moved Auburn’s research agenda forward to include emerging areas of need. Efforts made by the Office of the Vice President for Research and Economic Development (OVPRED) resulted in increased investments in faculty and growth in interdisciplinary areas. Under the leadership of the OVPRED, Auburn’s research efforts continue to advance Alabama’s economy and promote the interests of its citizens.
Strategic Goal #5
The University will make significant increases in its scholarly and creative contributions by 2018.

SELECTED ACCOMPLISHMENTS

AUBURN UNIVERSITY FOOD SYSTEMS INSTITUTE
The AUFSI continued to facilitate interdisciplinary work related to food systems. During fall 2014, the group introduced a highly successful app, the Tailgate Times, that focuses on food safety as well as the culture and tradition of tailgating. In spring 2015, AUFSI hosted its fourth annual food entrepreneurship conference in the University’s Center for Advanced Science, Innovation and Commerce (CASIC) building.

HANOVER RESEARCH CONTRACT
With the strong support of the associate deans for research, the University signed a contract to secure grantsmanship training and grant writing services from the Hanover Research consulting firm.

TigerView, the augmented reality application, was completed and is currently used in various publications around campus including Auburn Speaks, the Research Annual Update, and a variety of pieces from the Alabama Cooperative Extension System and the College of Veterinary Medicine.

AUBURN SPEAKS: ON CYBER AND THE DIGITAL DOMAIN
The fourth edition of the Auburn Speaks Series was published in spring 2015. Edited by Dr. Robert Norton, director of the Open Source Intelligence Laboratory, the publication includes pieces from a large cross section of faculty, as well as pieces from notable alumni including former FBI agent Eric O’Neill and Admiral Mike Rogers, NSA director.

Auburn University Huntsville Research Center contracts yielded in external awards

$4M

In fall 2014, Dr. Pat Rynders was appointed as university veterinarian and director of laboratory animal health.

The Animal Care and Use Program at Auburn University is a collaboration of the Institutional Animal Care and Use Committee, the Office of Research Compliance, and the Office of the University Veterinarian. The program is central to all teaching, research, and demonstration activities involving vertebrate animals at the university. The university veterinarian is responsible for assuring the health and well-being of all vertebrate animals maintained by the university for these purposes.
Climate, Human, and Earth System Sciences (CHESS)
The Climate, Human, and Earth System Cluster (CHESS) builds on Auburn's strengths in disciplinary research in biological and physical sciences, and is designed to leverage the work of current faculty in plant and animal sciences, ecosystems, water resources, geoscience, agronomy, forestry, geospatial science, computational science, and social sciences. Working within these large, complex, and multi-disciplinary areas, newly recruited faculty will fill the crucial gaps of understanding about the interconnected and interdependent human and earth systems and will facilitate the integration of existing expertise across multiple disciplines of participating colleges into an interdisciplinary, system-oriented program.

Health Disparities
Faculty working in the Health Disparities Cluster will advance the University’s efforts to identify, understand, and address health needs and health disparities and will improve population health in the community, state, region, nation, and world. A special focus of the cluster emphasizes disadvantaged segments of these populations, which are often underserved by existing healthcare systems due to historically unequal treatment or injustice. Members of the cluster are also committed to interdisciplinary education and training of undergraduate and graduate students that cross traditional academic boundaries of colleges, schools, and departments, in order to train a new generation of health disparities scholars and practitioners.

Omics and Informatics
The Omics and Informatics Cluster represents a new interdisciplinary research initiative designed to advance one of the strongest and fastest-growing areas within modern biology. This initiative will use the tools of omics and informatics to increase understanding, utilization, and management of natural resources, advance precision medicine, and pursue genome directed detection of pathogens in environmental and food production settings. Faculty working in the Omics and Informatics Cluster will build on Auburn's existing foundation by developing core and platform technologies, including computation, that can be broadly applicable across multiple disciplines. Research will include the study of genes (genomics), RNA (transcriptomics), protein interactions (proteomics), processes affected by chemical modifications of the genome (epigenomics), energetics, and metabolism (metabolomics), as well as the processes for gathering and analyzing the vast amounts of data generated from these fields (informatics).

Pharmaceutical Engineering
The Pharmaceutical Engineering Cluster will build on existing strengths in areas of drug development, testing, and manufacturing to develop integrative approaches that will address the current and future needs of the pharmaceutical industry, the state of Alabama, and the nation. By fostering interdisciplinary research, faculty working within this cluster will identify, develop, and test novel methods for drug delivery along with efficient methods/systems for the manufacturing of medications. Key areas represented include: (1) Drug Discovery, Molecular Synthesis & Diagnostics; (2) Manufacturing of Active Therapeutics; (3) Formulation, Transport, Testing & Delivery Methods; and (4) Product Design & Regulation.

Scalable Energy Conversion Science & Technology
Faculty working in the Scalable Energy Conversion Science & Technology Cluster will address pressing societal needs in the fields of energy security, environment, and economic development. By addressing fundamental science and technology barriers, faculty will identify ways to economically produce and utilize small and otherwise underutilized energy sources in an environmentally beneficial manner. Candidate energy sources that are suitable for smaller scale processing plants include, among others: agricultural and forest biomass, land fill gas, anaerobic digester gas (biogas), food wastes, coal wastes, and a vast and ever growing number of small oil and gas wells that populate Alabama, as well as the Bakken (North Dakota) and the Eagle Ford (Texas) formations.

STRATEGIC HIRING INITIATIVE
In fall 2014, the University launched its first Strategic Hiring Initiative designed to:
1) align Auburn's research with funding trends
2) strengthen Auburn's research-active faculty
3) enhance the University's research performance
4) increase interdisciplinary collaborations

50 faculty members presented synopses of their scholarly work with others in Auburn's intellectual community

5 PROPOSALS SELECTED
These clusters represent faculty from every college and school and will support the University's capacity to advance interdisciplinary research.
Strategic Goal #6
Build upon institutional strengths to reflect national research priorities in the areas of cyber security, energy and the environment, health sciences, food systems and security, STEM Education, and transportation.

NATIONAL SECURITY PROGRAMS AND MILITARY AFFAIRS
During 2014-15, the OVPRED continued to act on opportunities to advance Auburn University’s relationship with the U.S. Military. General (Ret.) Ron Burgess continued discussions with multiple Veterans Associations across Alabama and at the national level. Discussions with military personnel at Air University, Maxwell Gunter Air Force Base in Montgomery, AL, as well as personnel at Redstone Arsenal in Huntsville, AL, broadened the range of potential interdisciplinary research initiatives.

NASA SIGNING
During the July additive manufacturing forum, Auburn University’s Office of Research and Economic Development and NASA signed a Space Act Agreement to explore and advance the applications of additive manufacturing, or 3-D printing. In addition to focusing on additive manufacturing, the agreement will advance STEM disciplines by engaging students and teachers in NASA’s missions and opportunities, investigate and develop technologies and share facilities, and advance capabilities and technical expertise.
UNMANNED AIRCRAFT

In 2015, Auburn received the nation’s first FAA approval to operate a new Unmanned Aircraft Systems Flight School as part of its Aviation Center. The FAA approval requires that operators of unmanned aircraft pass a written exam and a flying test, both of which Auburn will begin administering through its flight school. The use of unmanned aircraft has the potential to advance countless industries, including construction and precision agriculture, and can be used to conduct search-and-rescue operations.

AUBURN’S RFID LAB

Auburn’s RFID Lab and Amazon are collaborating on ways to enhance Amazon’s supply chain with new processes and technology involving RFID, or radio frequency identification. The lab specializes in retail, supply chain, and manufacturing settings, using chips smaller than a grain of sand to aid in the wireless tracking of items. Amazon currently uses RFID technology in its fulfillment centers, the massive facilities where customer orders are picked from shelves, moved on conveyers, and loaded onto trucks for rapid shipping and delivery. The partnership presents a unique opportunity for students, faculty, and industry to come together in a hands-on, fast-moving, real-world environment.

Target, Saks Fifth Avenue, VF Corp., Avery Dennison, and Tyco International represent the long list of industry leaders working with the Auburn University lab.

AUBURN AND HUDSONALPHA

In 2015, Auburn University announced a partnership with the nonprofit HudsonAlpha Institute for Technology to help translate the promise of cutting-edge genomics into real-world benefits for people and their communities. Together, the two will establish a Center for Comparative Genomics and Translational Research designed to advance veterinary and life science education at Auburn. The Center will emphasize comparative and translational science necessary to aid animals, agriculture and society in Alabama, the nation and the world.
“THIS IS RESEARCH.” STUDENT SYMPOSIUM 2015
Auburn’s first “This Is Research.” student symposium was hosted in spring 2015 for undergraduate and graduate students and their faculty mentors.

ASSOCIATION OF PUBLIC AND LAND-GRANT UNIVERSITIES (APLU) DESIGNATION
In summer 2015, Auburn University was one of 18 institutions, and the only institution in the state of Alabama, designated by the APLU in its 2015 class of Innovation & Economic Prosperity Universities. The designation recognizes Auburn’s strong commitment to economic engagement and reflects the efforts of an interdisciplinary team from across campus who engaged in an intensive economic engagement self-study to better understand Auburn University’s economic impact to Alabama and the region. The study involved extensive surveys and focus groups, both internal and external, to identify Auburn’s current strengths and to develop a detailed growth and improvement plan for the future.

STRATEGIC PLAN METRICS-STRATEGIC PRIORITY #3

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2018 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Research Expenditures, Most Recent Year ($1,000s) (NSF)</td>
<td>$133,013</td>
<td>$147,229</td>
<td>$142,487</td>
<td>$165,000</td>
</tr>
<tr>
<td>Federal Research Expenditures ($1,000s)</td>
<td>$55,557</td>
<td>$57,253</td>
<td>$50,088</td>
<td>$62,000</td>
</tr>
<tr>
<td>Total Journal Publications, Last Four Years</td>
<td>4,105</td>
<td>4,161</td>
<td>4,023</td>
<td>4,050</td>
</tr>
<tr>
<td>Total Citations Earned, Last Five Years</td>
<td>30,538</td>
<td>31,337</td>
<td>28,914</td>
<td>38,450</td>
</tr>
<tr>
<td>Books Published Since 2003-04</td>
<td>178</td>
<td>246</td>
<td>251</td>
<td>400</td>
</tr>
<tr>
<td>Total Academic Awards Won by Current Faculty</td>
<td>105</td>
<td>122</td>
<td>127</td>
<td>125</td>
</tr>
</tbody>
</table>

INTRAMURAL GRANTS PROGRAM
During fall 2014, the Office of the Vice President for Research and Economic Development received 53 proposals for the University’s Intramural Grants Program (IGP). More than half of the applications were funded, and a total of nearly $1.6 million was awarded. Since 2009, more than $11 million has been awarded to faculty who have participated in the IGP program.

46 Scholarship Incentive Program Applications were approved, receiving approximately $579,000
Since 1990, the College of Veterinary Medicine has advanced its Canine Performance Sciences program to become an internationally respected leader in the research on and training of working dogs. As one of only two such programs at a veterinary college in the United States, the program developed the patented VAPOR WAKE® technology to study how a dog’s nose and brain work together to detect specific targets such as explosives and other illicit substances.

Following six months of initial training, the dogs are transitioned to one of the program’s five partnering prisons located in Alabama, Georgia, and Florida. Prisoners selected to participate in the program must complete a credit-based continuing education course offered in the prison. The inmates work to increase the canines’ detection skills through advanced preparation and conditioning exercises. Mutual benefits of the program include hands-on training with the dogs and increased morale and responsibility for the prisoners.

The VAPOR WAKE® detector dog technology was created by researchers and canine training experts in the College of Veterinary Medicine and was awarded a U.S. patent in 2015.
Dr. Allen Landers, a faculty member in the Department of Physics, was recognized for his work to bridge the gap between K-12 and college in critical areas of science, technology, and math education with the 2014 Auburn University Award for Excellence in Faculty Outreach. Landers’ outreach efforts include three large-scale projects: the Summer Science Institute for outstanding high school students; the RE2-FoCUS initiative designed to stimulate project-based STEM education throughout Alabama by facilitating teacher professional development in engineering and robotics education; and STEM-IQ, a new science education enhancement project targeting students in underserved communities and engaging them in science activities culminating in exhibitions in local and regional science fairs.
As part of its land-grant mission, Auburn University remains committed to serving the citizens of Alabama through its Outreach and Extension programs. By advancing our community-based initiatives, the University strengthened its relationships with groups across the state in an effort to better address growing social, economic, and health-related challenges. Ensuring the talents of Auburn’s faculty, students, and staff reach all corners of the state and beyond, the University once again made impressive strides towards advancing Alabama’s economy and supporting the health and wellness goals of its citizens.
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

GEAR UP GRANT
In 2015, a $4.45 million GEAR UP grant was awarded to the Office of University Outreach over the next seven years as part of two U.S. Department of Education Gaining Early Awareness and Readiness for Undergraduate Programs grants awarded in Alabama. The first grant focuses on ensuring that more low-income students across the state are prepared to enter and succeed in postsecondary education. The second grant provides academic support to sixth and seventh grade students in Birmingham City Schools through their first year in college.

ANTI-BULLYING SUMMIT
In June 2015, the College of Education, the Truman Pierce Institute, and University Outreach hosted the second annual Anti-Bullying Summit in Atlanta, GA. Designed to share information, current thinking, and research about critical bullying problems facing our schools and communities, the summit reached a national audience that included K-12 educators, higher education faculty and administrators, student leaders, mental health practitioners, researchers, community leaders, policymakers, and other professionals who are engaged in ongoing work to address Pre-K-20 bullying and cyber-bullying in learning environments.

ALPROHEALTH
In 2014-15, the Alabama Preventing and Reducing Obesity: Helping to Engage Alabamians for Long-term Health (ALProHealth) initiative received a 3-year, $4 million grant from the Centers for Disease Control and Prevention. ALProHealth aims to prevent and reduce obesity by supporting community coalitions that focus on health and wellness in 14 Alabama counties with adult obesity rates greater than 40 percent. A collaborative team of faculty from ACES, the schools of Nursing and Forestry and Wildlife Sciences, and the College of Human Sciences engage with the 14 county community coalitions to implement and evaluate strategies to decrease obesity. The goal of ALProHealth is to increase healthy behaviors by igniting grass-root behavioral, environmental, system, and policy changes.

ACES 4-H programs are offered in 590 schools in Alabama with 1 out of every 3.5 youths between the ages of 9 and 13 involved in 4-H. In total, 50,000 Alabama youth belong to a 4-H Club and an additional 70,000 are involved in a 4-H Enrichment Program.

Intramural grants totaling $220,000 awarded to 21 faculty will be funded through the Competitive Outreach Grant program.

Five years after the BP oil spill, the Mobile Bay Oyster Garden Program, in which ACES is a partner, has helped start 14 commercial oyster farms and engaged 82 hobbyist oyster gardeners to produce 59,330 oysters at 41 sites in Mobile Bay. Through this collaboration, one of the most fragile pieces of the marine ecosystem is making a comeback, and commercial oyster farming is developing as a new economic activity.
CAMPUS KITCHENS PROJECT

In spring 2015, the Campus Kitchens Project was awarded the Auburn University Sustainability Award and the Growing the Movement Award from the national charter of The Campus Kitchens Project. The Growing the Movement Award recognized Auburn for its efforts to encourage students across campus to become involved in global hunger relief initiatives and for their support of local efforts to end hunger.

ECONOMIC IMPACT STUDY

Auburn University completed an economic impact study in 2014 to assess the comprehensive economic impact of its activities. Findings from the study indicate that the Auburn University system—Auburn University, Auburn University-Montgomery, Alabama Cooperative Extension System, and the Alabama Agricultural Experiment Station—and its alumni contributed $5.1 billion to the economy of the state of Alabama in 2014. This was realized through $1.93 billion in economic impact directly and indirectly attributable to the Auburn system. Auburn’s impact is estimated to be responsible for creating some 23,600 jobs in addition to its own direct employment. Additionally, the University’s high-quality educational programs increase human capital in Alabama, representing a value of more than $3.19 billion in earning power. Auburn’s overall economic contribution in 2014 was $5.1 billion, up from $4.85 billion in 2007.

AUTIPSS PROGRAM

In 2014-15, the School of Nursing and University Outreach launched AUTIPSS (AU Taking It to the People Southern Style), an electronic health information service, at six sites in five underserved counties. During its first year, the program had 80,000 users. In 2015-16, the program will expand to include Wilcox, Jefferson, and Madison counties.

The Southwest Farmers Alliance, Marengo County Economic Development Authority, and ACES have partnered with low-resource farmers in the western Black Belt of Alabama to increase market access through a produce pooling process. In 2014, $150,000 worth of vegetables were sold by the alliance. ACES, in cooperation with Tuskegee University, provided production and pest management education, Good Agricultural Practices (GAP) certification training, and business management programs for the alliance farmers.

Auburn University increased its emphasis on establishing connections with Cuba, resulting in three delegations to Cuba by June 2015.

Auburn University again received the President’s Higher Education Community Service Honor Roll with Distinction in 2014.

The Alabama Cooperative Extension System reported 30,543 participants in Hispanic Extension Programs in 2014-15.

<table>
<thead>
<tr>
<th>Strategic Plan Metrics-Strategic Priority #4</th>
<th>Baseline</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2018 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students participating in outreach and extension programs</td>
<td>300</td>
<td>218</td>
<td>921</td>
<td>600</td>
</tr>
<tr>
<td>Total participants, non-credit instructional activities</td>
<td>38,500</td>
<td>43,108</td>
<td>43,708</td>
<td>50,000</td>
</tr>
<tr>
<td>Participants in programs to increase workforce readiness</td>
<td>870</td>
<td>1,047</td>
<td>1,731</td>
<td>1,500</td>
</tr>
<tr>
<td>Total participants, Hispanic Extension programs</td>
<td>35,000</td>
<td>24,946</td>
<td>30,543</td>
<td>45,000</td>
</tr>
<tr>
<td>4-H Participation</td>
<td>107,000</td>
<td>131,702</td>
<td>138,675</td>
<td>157,000</td>
</tr>
</tbody>
</table>
In April 2015, Auburn publicly launched its $1 billion comprehensive campaign, “Because This is Auburn.” The campaign will support several major areas across the University, resulting in thousands of new scholarships for students, more than 100 new chairs and professorships for faculty members and researchers, support to build new facilities, and funding for programs that will allow the University to connect its instructional, research, and outreach programs with the world.
The University continues to assess its processes and structures for the management, allocation, and monitoring of resources necessary to support Auburn’s mission. Working with units across campus, the University identified opportunities to enhance its approaches to budget and finance operations, fund necessary capital projects, and enhance employee resources. Full realization of the Strategic Plan requires the careful alignment of operations and organizational stewardship; therefore, we continue to identify resource allocation strategies that will support the University’s future endeavors.
**Strategic Goal #8**
The University will achieve excellence in organizational stewardship by aligning investments with institutional priorities.

### SELECTED ACCOMPLISHMENTS

#### BUDGET REVIEW PROCESS
During 2014-15, the University continued to identify opportunities to clarify and strengthen its model for allocating resources. Collaborating with campus stakeholders, the University will work during the 2016 fiscal year to establish a framework for a revised budget model to be implemented in 2017.

#### CAPITAL PROJECTS
In 2014-15, three of the four top Provost priorities identified in the Capital Projects Program were taken to the Board of Trustees for approval: the Mell Classroom Building, the Academic Classroom and Laboratory Complex, and a new building for the School of Nursing. A University policy also was approved for land-use assignments to ensure that land is used in a more proactive manner.

#### ENERGY REDUCTION
The Division of Facilities continues to develop and implement economic and environmentally sustainable strategies to reduce institutional energy use, resulting in a 16.4% reduction in energy intensity in the past 12 months in comparison to the baseline year of 2006. The University remains engaged in various strategies to reduce energy use in existing facilities that emphasize good energy practices using a revolving fund of energy savings.

#### Auburn’s Moody’s and S&P Ratings were reaffirmed in 2015.

#### GREEN RIBBON DISTINCTION
In 2015, Auburn was recognized by the Department of Education as a Green Ribbon School, one of nine colleges or universities honored nationally in the inaugural group of higher education institutions. The award is an outreach initiative that promotes best practices, resources, and multi-agency, multi-sector collaborations at the federal, state, and school levels.
**JOHN AND ROSEMARY BROWN**

At the public comprehensive campaign kickoff, Auburn University announced the largest gift in its history with a $57 million dollar commitment from John W. and Rosemary K. Brown, 1957 graduates. The $57 million gift will support the University’s plans for a performing arts center as well as a student achievement center in the Samuel Ginn College of Engineering. John W. Brown was CEO and chairman of the board of Stryker Corporation, a leading medical device company with annual revenue exceeding $9 billion. Rosemary K. Brown retired after serving as a mathematics teacher for almost 30 years. Both are active members of numerous community, academic, and corporate boards.

![Image of Auburn University Softball team](image)

The Auburn University Softball team made history in 2015 with its first ever trip to the Women’s College World Series and celebrated the most wins in the program’s history.

**NACDA Directors’ Cup Standings**

**TOP 10%**

most successful collegiate athletic programs

**7th consecutive year**

Auburn University athlete was named Rhodes Scholar finalist

Auburn was one of only **four** schools with more than **200** student-athletes named to the All-SEC Academic Honor Roll in 2014-15.

Auburn student-athletes devoted almost **3,000 hours** to community service during the 2014-15 academic year.

**346 student-athletes received Top Tiger Award with a GPA of 3.0 or higher**

---

**Strategic Plan Metrics-Strategic Priority #5**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline measured 06/30/13</th>
<th>2013-14 measured 06/30/14</th>
<th>2014-15 measured 06/30/15</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>$210,224,451</td>
<td>$237,362,500</td>
</tr>
<tr>
<td>Reduction in Energy Use Intensity (EUI)</td>
<td>155 KBTU/Sq.Ft.</td>
<td>132 KBTU/Sq.Ft.</td>
<td>130 KBTU/Sq.Ft.</td>
<td>124 KBTU/Sq.Ft.</td>
</tr>
<tr>
<td>Funds raised towards the comprehensive campaign</td>
<td>$483,728,135</td>
<td>$616,758,181</td>
<td>$792,336,525</td>
<td>$1B</td>
</tr>
<tr>
<td>Increase in funds generated from students</td>
<td>$48,049</td>
<td>$74,713</td>
<td>$101,872</td>
<td>TBD</td>
</tr>
<tr>
<td>NACDA Directors’ Cup Standings</td>
<td>Top 10%</td>
<td>Top 10%</td>
<td>Top 10%</td>
<td>Top 10%</td>
</tr>
</tbody>
</table>
In an effort to control the content and timing of our messages, we have developed an electronic distribution platform that can reach nearly 750,000 e-mail and social media accounts worldwide. We are able to connect—unfiltered—with audiences who want to keep up with and share information about the university. It is, in essence, a permission-based marketing strategy. We continue to aggressively pitch Auburn stories to traditional news media each day to supplement our efforts.

**AUBURN UNIVERSITY NEWS STRATEGY**

In an effort to control the content and timing of our messages, we have developed an electronic distribution platform that can reach nearly 750,000 e-mail and social media accounts worldwide. We are able to connect—unfiltered—with audiences who want to keep up with and share information about the university. It is, in essence, a permission-based marketing strategy. We continue to aggressively pitch Auburn stories to traditional news media each day to supplement our efforts.

**FACEBOOK FOLLOWERS:**

- AL.com: 225,846
- WBRC (Birmingham): 273,700
- Montgomery Advertiser: 36,800
- Huntsville Times: 36,800
- WSFA (Montgomery): 163,100
- AL.com: 225,846

**AUBURN UNIVERSITY E-NEWS CIRCULATION**

- Auburn News (twice weekly to Auburn employees): 10,000
- Auburn Commons (monthly to Auburn alumni/friends): 27,000
- This Week@Auburn (weekly to Auburn students): 230,000
- Auburn News: 332,000

**SOCIAL MEDIA FOLLOWERS**

- Facebook: 332,000
- Twitter: 73,300
- Other Social Media: 36,300

**TOTAL REACH APPROXIMATELY: 750,000**

**PROSPECTIVE STUDENTS TOP OF MIND AWARENESS**

Q: “When you think of colleges and universities with an excellent academic reputation in the Southeast, which ones come to mind FIRST?”

<table>
<thead>
<tr>
<th>Prospects 2011</th>
<th>Prospects 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vanderbilt University</td>
<td>Vanderbilt University</td>
</tr>
<tr>
<td>Duke University</td>
<td>Georgia Tech</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>University of Georgia</td>
</tr>
<tr>
<td>Emory University</td>
<td>Auburn University</td>
</tr>
<tr>
<td>University of Georgia</td>
<td>University of North Carolina</td>
</tr>
<tr>
<td>University of North Carolina</td>
<td>Auburn University</td>
</tr>
<tr>
<td>University of Alabama</td>
<td>University of Florida</td>
</tr>
<tr>
<td>University of Florida</td>
<td>Emory University</td>
</tr>
<tr>
<td>University of Tennessee</td>
<td>University of Tennessee</td>
</tr>
<tr>
<td>Florida State University</td>
<td>Florida State University</td>
</tr>
<tr>
<td>Wake Forest University</td>
<td>University of Miami</td>
</tr>
<tr>
<td>University of Miami</td>
<td>Wake Forest University</td>
</tr>
</tbody>
</table>

**AWARENESS OF PHRASES, TAGLINES, AND SAYINGS**

<table>
<thead>
<tr>
<th>Prospects</th>
<th>Parents</th>
<th>Alumni</th>
</tr>
</thead>
<tbody>
<tr>
<td>The greeting “War Eagle”</td>
<td>72%</td>
<td>77%</td>
</tr>
<tr>
<td><strong>THIS IS AUBURN.</strong> Brand Launched August 2013.</td>
<td>71%</td>
<td>60%</td>
</tr>
<tr>
<td>The Auburn Family</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td>The phrase “All in”</td>
<td>38%</td>
<td>46%</td>
</tr>
<tr>
<td>The Auburn Creed</td>
<td>25%</td>
<td>36%</td>
</tr>
</tbody>
</table>

**THIS IS AUBURN.**
THIS IS SCHOLARSHIP.

THIS IS INNOVATION.

THIS IS ENGAGEMENT.

THIS IS ACTION.

THIS IS ACHIEVEMENT.

THIS IS SUCCESS.

THIS IS SCHOLARSHIP.

THIS IS PASSION.

THIS IS OPPORTUNITY.

THIS IS RESEARCH.

THIS IS COMMUNITY.

THIS IS FAMILY.

THIS IS GROWTH.

THIS IS THE HUMAN TOUCH.

THIS IS SPIRIT.

THIS IS GROWTH.

THIS IS VISION.

THIS IS INSPIRATION.

THIS IS POWERFUL.

THIS IS ACTION.

THIS IS PROBLEM-SOLVING.

THIS IS PRIDE.

THIS IS ENERGY.

THIS IS SPIRIT.

THIS IS OUTREACH.

THIS IS LOYALTY.

THIS IS CULTURE.

THIS IS HOME.

THIS IS MENTAL.

THIS IS CARING.

THIS IS OPPORTUNITY.

THIS IS LEADERSHIP.

THIS IS ENERGY.

THIS IS SPIRIT.

THIS IS ENGAGEMENT.

THIS IS SUCCESS.

THIS IS DISTINCTION.

THIS IS IMPACT.

THIS IS CONNECTION.

THIS IS HOME.

THIS IS ACHIEVEMENT.

THIS IS PRESTIGE.

THIS IS PREPARATION.

THIS IS RESEARCH.

THIS IS QUALITY.

THIS IS THE HUMAN TOUCH.

THIS IS VALUE.

THIS IS SCHOLARSHIP.

THIS IS SUCCESS.

THIS IS GROWTH.

THIS IS SCHOLARSHIP.

THIS IS SCHOLARSHIP.

THIS IS RESEARCH.

THIS IS COMMUNITY.

THIS IS DISCOVERY.

THIS IS FAMILY.

THIS IS SCHOLARSHIP.

THIS IS PASSION.

THIS IS EXCELLENCE.

THIS IS OUTREACH.

THIS IS THE FUTURE.

THIS IS EDUCATION.

THIS IS HOME.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS RESEARCH.

THIS IS THE HUMAN TOUCH.

THIS IS OPPORTUNITY.

THIS IS BRILLIANT.

THIS IS SCHOLARSHIP.

THIS IS SPIRIT.

THIS IS GROWTH.

THIS IS VISION.

THIS IS COMPASSION.

THIS IS INSPIRATION.

THIS IS POWERFUL.

THIS IS ENGAGEMENT.

THIS IS SUCCESS.

THIS IS DISTINCTION.

THIS IS PRIDE.

THIS IS STRENGTH.

THIS IS TECHNOLOGY.

THIS IS ENGAGEMENT.

THIS IS CARING.

THIS IS OPPORTUNITY.

THIS IS LEADERSHIP.

THIS IS ENERGY.

THIS IS SPIRIT.

THIS IS OUTREACH.

THIS IS LOYALTY.

THIS IS CULTURE.

THIS IS HOME.

THIS IS INSPIRATION.

THIS IS INNOVATION.

THIS IS LOYALTY.

THIS IS ACTION.

THIS IS TOGETHERNESS.

THIS IS EDUCATION.

THIS IS OUTREACH.

THIS IS THE FUTURE.

THIS IS LEADERSHIP.

THIS IS ACTION.

THIS IS THE FUTURE.

THIS IS EXCELLENCE.

THIS IS THE FUTURE.

THIS IS SCHOLARSHIP.

THIS IS THE FUTURE.

THIS IS ACHIEVEMENT.

THIS IS DARRELL.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS THE FUTURE.

THIS IS EDUCATION.

THIS IS HOME.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.

THIS IS PRESTIGE.

THIS IS OPPORTUNITY.

THIS IS IMPACT.

THIS IS IMAGINATION.

THIS IS CONNECTION.

THIS IS INNOVATION.

THIS IS PRESTIGE.

THIS IS ACHIEVEMENT.

THIS IS OUTREACH.

THIS IS PASSION.