THIS IS UNLOCKING POTENTIAL.

Auburn University 2013-18 Strategic Plan
Third Year Progress Report

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

**PRIORITY 1: ENHANCE STUDENT SUCCESS**
- Created new dual enrollment policy
- 11,173 online undergraduate student course enrollments
- 3,500+ participants in campus climate study
- Broke ground on Mell Classroom Building and RBD Library Expansion, School of Nursing, Pharmacy Research Building
- 6,600+ staff, faculty, and students received Green Dot bystander violence prevention overview or training
- 480:1 average ratio of students to professional advisor (down from 550:1 in 2014-15)

**PRIORITY 2: ENHANCE FACULTY SUCCESS**
- 100+ new tenure-track faculty members in 2016
- 109 joint appointments in 2016
- Created a faculty fellow for transformational leadership to support departmental leaders

**PRIORITY 3: ENHANCE RESEARCH, SCHOLARSHIP, AND CREATIVE WORK**
- Launched “Hopper” high performance computer
- Received the APLU IEP Award for place
- $101 Million in total sponsored awards in 2015
- 165 Academic Awards won by faculty
- 56 invention disclosures
- 11,173 online undergraduate student course enrollments
- 10,173 online undergraduate student course enrollments

**PRIORITY 4: ENHANCE PUBLIC ENGAGEMENT**
- 1,000+ students volunteered in AuburnServes and other outreach programs
- 169,243 Alabama youth participated in ACES-sponsored 4H programs
- 1 in 4 Alabamians estimated to participate in Extension programs statewide
- 169 Academic Awards won by faculty

**PRIORITY 5: FOCUS RESOURCES ON INSTITUTIONAL MISSION AND PRIORITIES**
- Completed new budget model parallel year in 2016
- Hosted inaugural Tiger Giving Day on December 1, 2015
- Raised $411,936 for 24 university projects
- Achieved “Silver” Advancement of Sustainability in Higher Education (STARS) Rating
- Generated more than $980 million in new gifts and commitments as of 6/30/16

**THIS IS AUBURN.**

AUBURN UNIVERSITY
President’s Letter

Auburn’s impact on the world around us continues to grow thanks to the ongoing commitment of students, faculty, staff, and alumni. You will see some of our major initiatives and accomplishments summarized in this third-year update of Auburn’s 2013-18 Strategic Plan.

In this year’s update, we hope to provide a greater sense of how Auburn is making our communities smarter, safer, and healthier. We also hope to highlight what we’re doing to transform Auburn through academics, student services, facilities, research, economic development, and outreach.

Auburn is making progress across the plan’s five priorities. Among the highlights are a new supercomputer, increased academic support for students, and improved retention and graduation rates.

An important aspect of our success is “BECAUSE THIS IS AUBURN, a Campaign for Auburn University.” The campaign continues to strengthen the institution by providing funds that will enhance Auburn’s capabilities and increase our endowment. A strong endowment separates good universities from great ones, so it’s critical that we continue our work together to make an impact on the world.

War Eagle,

Jay Gogue

THIS IS OUR SHARED PROGRESS.
Chloe Chaudhury was selected as a finalist for the prestigious Rhodes Scholarship in fall 2015, and, when she graduated in spring 2016, she was named the recipient of an Auburn President’s Award that is presented to one graduating student in each college or school. She received the honor representing the College of Sciences and Mathematics after earning a degree in biochemistry and minoring in dance. She has continued her research with Assistant Professor Satya Pondugula in the College of Veterinary Medicine, examining the development of novel and safer therapeutic approaches to reverse chemoresistance in human cancer patients.
The 2015-16 academic year produced several exciting, forward-thinking projects and innovations designed to advance student success at Auburn University. The Freshman Exploratory Advising Center opened in fall 2015 to help undecided students gain more momentum towards their field of study and eventually their career. The Climate Study on Inclusion and Diversity provided the campus with a renewed emphasis on strengthening Auburn’s campus culture, while additional student services were enhanced to provide increased access to mental health counseling, campus safety, academic tutoring, and other programs designed to promote success. Foundations were poured and steel frames raised as construction began on several new academic buildings, including the new Mell Classroom Building/RBD Library Expansion, and new buildings for the School of Nursing and Harrison School of Pharmacy.
Strategic Goal #1
Emphasize student retention and achievement by encouraging and expecting timely degree completion and by clearing pathways to student success.

SELECTED ACCOMPLISHMENTS

STUDENT SUCCESS PLATFORM
In 2015, Auburn piloted the Educational Advisory Board Student Success Platform in the colleges of Engineering and Liberal Arts, and the School of Nursing. The platform combines technology, research, and predictive analytics to help advisors and faculty engage in more proactive and data-driven conversations with at-risk students. The web-based retention platform also allows the University to conduct benchmarking and provides students and advisors with alternative academic paths. Beginning in fall 2016, the platform will be implemented in the remaining colleges and schools.

EXPLORATORY ADVISING CENTER
Auburn’s Exploratory Advising Center opened in fall 2015 to serve a new cohort of 40 exploratory freshmen and more than 700 transitional upper-division students. As the center expanded, a Director of University Advising was hired to provide oversight to the center, advising assessment efforts, and the implementation and coordination of centralized advising technologies and initiatives.

Ada Ruth Huntley
Chilton County High School Senior
Clanton, AL

I decided to participate in Auburn’s dual enrollment program because I wanted to get a jumpstart on my college career and I also wanted to learn how to study and how to manage college courses while everything was a little less crazy, like it is in the fall. It’s not that easy in college. You have to learn how to manage your time and how to effectively take notes; I’m glad I had the opportunity to learn those things ahead of time. It’s been one of the most beneficial experiences of my life; through it, I’ve gained independence and I’ve started to figure out who I am. This opportunity has opened up my eyes to the fact that I decided I want to change my career path. I want to go into communications and I want to be a TV or radio personality.

SUMMER BRIDGE
During summer 2015, Auburn piloted a program to conditionally admit students to the University. Offering expanded academic support and peer-based mentoring, more than 80 percent of the students who completed the Summer Bridge program matriculated to the University.

Average credit hours earned by an undergraduate student

- 2015: 13
- 2010: 12.4

DUAL ENROLLMENT
In 2015, Auburn opened its doors to welcome new students who chose to begin their college learning while still in high school. Auburn’s new Dual Enrollment Policy allows academically qualified students the opportunity to enroll in certain university courses to earn college credit. Students are evaluated for admission on the same basis as other freshman applicants.

Elizabeth Shepherd
Birmingham, AL

Coming into Auburn as a freshman, I was considering four different majors. By taking personality and interest tests along with the help of my advisors, the Exploratory Major helped me narrow down my options and realize my passion for becoming a nurse.
**CAREER DEVELOPMENT**

In 2015, the Auburn Career Center developed a new resource for students and academic advisors called Pathways. Pathways provides progression models for each major to help students better understand curricular advancement and experiential opportunities during their academic time at Auburn. Pathways guides students through four dimensions: (1) Course Selection, (2) Asking for Assistance, (3) Gaining Experience, and (4) Getting Involved. In addition to showing progression within their academic years, Pathways provides introductory advice about career planning and exploration. Pathways is accessible through the Career Center website and academic advisors.

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**PATHWAYS | Finance**

Bachelor of Science in Business Administration

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**COURSE SELECTION**

**FRESHMAN**

- In BUSI 1010, you will take self-assessments and learn about majors within the Harbert College of Business to begin career planning.
- In BUSI 1020, you will advance your professional skills, polish your resume, develop networking etiquette, and prepare for an internship search and interviewing.

**SOPHOMORE**

- Begin major classes and choose electives that fit your career interest. Enroll in the professional development course for your major to apply the skills gained in previous classes to your job and internship search.

**JUNIOR**

- Work through your major classes and continue electives that fit your career interest.
- Meet with a career coach in the OPCD to begin planning your internship search for Fall of the junior year.
- Meet with a Career Coach in the OPCD to discuss majors of interest and begin planning your internship search for Fall of the junior year.

**SENIOR**

- Meet with an academic advisor to complete your graduation check your first semester of senior year.
- Schedule time in the OPCD with a career coach to assist with full-time job search.
- Seek opportunities to join Undergraduate Advisory Council and student organizations related to your interests.
- Obtain an internship for the summer following senior year in your chosen field. Seek out part-time employment opportunities.
- Continue seeking experiences like part-time jobs or job shadowing that will assist you during interviews for full-time employment.

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**ASK FOR ASSISTANCE**

- Meet with your academic advisor to outline your plan of study for Pre-Business curriculum.
- Visit OPCD to discuss majors of interest.
- This is the time to look for job shadowing opportunities in your majors of interest.
- Begin thinking about leadership roles in organizations you are currently involved in.
- Attend Fall and Spring Career Fairs.

**GAIN EXPERIENCE**

- Meet with a Career Coach in the OPCD to discuss majors of interest and begin planning your internship search for Fall of the junior year.
- Meet with a career coach to begin planning for internship search and interviewing.
- Obtain an internship for the summer following senior year in your chosen field. Seek out part-time employment opportunities.
- Continue developing your networking skills and leadership roles within organizations.

**GET INVOLVED**

- Follow the Harbert College of Business on Twitter @AUBusiness. Follow the Office of Professional and Career Development on Twitter @AUOPCD.
- Join organizations that align with your specific major within the HCOB.
- Utilize AUInvolve (auburn.edu/auinvolve) to identify organizations of interest within the university, to attend meetings, and enhance your resume.
- Check eligibility for Financial Leadership Society.
- Once you have declared your major, check eligibility requirements for the Financial Management Association National Honor Society. Attend leadership positions in the organizations you are involved in.
NEW ACADEMIC SPACES
In fall 2015, Auburn University broke ground on several new academic spaces including the Mell Classroom Building and RBD Library expansion, a new building for the School of Nursing, and a new pharmacy research building.

Mell Classroom Building and RBD Library Expansion
- 69,000 square feet of new space
- 40 new and renovated group study rooms
- 29 active learning classrooms
- 2 lecture halls
- New dining venues
- 35,000 square feet of renovated space in the Library

Harrison School of Pharmacy
- 37,000 square feet
- 14 high-tech laboratories
- 26 procedure rooms
- Space for 14 research scientists
- Space for 85 graduate students and postdocs

School of Nursing
- 89,000 square feet
- First AU facility specifically designed for nursing education
- Simulation space to replicate ER, ICU, labor and delivery, home health, and hospice care
- Will increase School of Nursing enrollment by 60 percent
**SECOND CHANCE PELL PROGRAM**

During summer 2016, Auburn University was selected to participate in a new U.S. Department of Education program intended to use education to help prisoners reenter society. Through the new Second Chance Pell pilot program, Auburn will offer postsecondary educational programs in business, human sciences, and interdisciplinary studies to incarcerated students by providing them access to financial aid. Prisoners who otherwise meet Title IV eligibility requirements and are eligible for release, particularly within the next five years, will have access to Pell Grants to pursue postsecondary education and training. By increasing access to high-quality educational opportunities, the Second Chance Pell program will help these students successfully transition out of prison and back into the classroom or the workforce.

**PRESTIGIOUS SCHOLARS**

Once again, Auburn reported a record number of students recognized as national prestigious scholars. Combining their academic goals with their passions, 2015-16 Auburn scholars included three Goldwater Scholarship recipients, four Fulbright winners, seven National Science Foundation Research Fellowship recipients, a Rhodes finalist, and a Truman finalist. Representing dozens more Auburn students, these recipients will carry forward the Auburn tradition of excellence through their advanced study in numerous graduate and professional programs.

Auburn junior, Honors College student, and Undergraduate Research Fellow Natasha Narayanan, a double major in biochemistry and Spanish in the College of Sciences and Mathematics and the College of Liberal Arts, respectively, was named a 2016 Barry M. Goldwater Scholarship nominee. Working under the direction of Bradley Merner, assistant professor in the Department of Chemistry and Biochemistry, on two research projects, Narayanan was also recognized as a 2015 Goldwater Scholarship honorable mention, and placed first in the Undergraduate Oral Presentation at the 2014 Southeastern Regional Meeting of the American Chemical Society.

As part of the first project, Narayanan worked to incorporate a chemical modification into antisense therapeutics drugs, which may lead to better treatments for genetic diseases. Her second research project relates to medicinal chemistry, which she hopes to apply to the synthesis of a natural product known as haouamine A, a product that has shown selective anticancer activity in human colon carcinoma cells.

Natasha Narayanan

"Whenever people asked me what I wanted to do with a biochemistry degree, I automatically told them that I planned on doing research. I think the most important thing I have learned through this experience is what being a scientist and a researcher means, and what doing research entails. I also realized that I like chemistry a lot more than I thought I did!"

**BIKE SHARE PROGRAM**

In January 2016, War Eagle Bike Share was introduced by Auburn Parking Services to improve transportation across campus. Parking Services partnered with local bicycle shops and the Gotcha Group to introduce the program to Auburn’s campus. Seventy-five orange and blue smart bikes were placed at 10 campus locations. Riders download a mobile app to easily check out a bicycle. The program quickly proved to be popular, as the bikes provide faster on-campus travel and demonstrate Auburn's commitment to becoming a greener and healthier campus.

**CORE CURRICULUM PROGRAM IN ROME**

Students spent five weeks in Rome this summer for the inaugural Core Curriculum Program in Rome, taking classes in a 13th-century palace close to the Vatican, Pantheon, Colosseum, and the Roman Forum. They could select two of four classes—business calculus, dynamic earth geology, global politics, and public speaking—for six-credit hours, as well as participate in a noncredit Italian language class. The new program is a chance for students to participate in study abroad earlier in their academic careers. Each year the program will feature different colleges and classes.
OFFICE OF INCLUSION AND DIVERSITY

During summer 2016, the Office of Diversity and Multicultural Affairs (ODMA) was changed to become the Office of Inclusion and Diversity. The decision to rename the unit coincided with the findings of the Campus Climate Study and supports the office’s ongoing mission of building unity and inclusion across the University community.

Auburn’s Multicultural Center was also renamed as the Cross-Cultural Center for Excellence. Providing leadership to 17 organizations ranging from numerous religious, racial, international, and advocacy student groups such as the Latino Student Association, the Black Student Union, the International Student Organization, and Spectrum: Auburn Gay-Straight Alliance, the center continues to promote dialogue and interaction among all cultures on campus. To provide increased programming space, the center was relocated to the second floor of the student center.

EVER TO CONQUER SCHOLARSHIP

In fall 2015, the University supported the decision to significantly increase the number of students awarded an Ever to Conquer scholarship, with 80 percent awarded to incoming Alabama residents with a 24-29 ACT test score.

#AUTOGETHER

In spring 2016, Auburn University conducted its first comprehensive Climate Study on Inclusion, Equity, and Diversity. Working to strengthen the institution’s culture of diversity and inclusiveness, the study provided insights into how students, faculty, and staff experience and identify with the living and learning climate at Auburn. More than 3,500 members of the Auburn Family participated in the study and identified several areas of institutional strength, as well as opportunities for improvement.

The final report, AUTogether, outlined 17 recommendations and implementation suggestions designed to advance Auburn’s mission, and described opportunities for every unit, division, department, college/school, and organization to craft unique goals for inclusion and diversity.

16-member steering committee
150+ listening sessions and interviews
3,500+ participants
17 recommendations to the campus
PLUS SCHOLARSHIP

In 2015-16, Auburn’s PLUS program increased its academic and social support for many of Auburn’s first-generation students. In addition to academic support, the program provides peer mentoring, leadership opportunities, and counseling for students throughout their four years by working closely with academic units, student organizations, administrative offices, and other campus programs. The program welcomed 70 new students in fall 2016, supporting a total of 412 students. In addition to the PLUS scholarship, students also receive support from the university’s Ever to Conquer scholarship and the Coca-Cola scholarship program.

Being a part of the PLUS program has really helped me succeed because of the never-ending resources it provides. Along with the scholarship, I have access to tutoring for many of my classes, and I can go to the Cross-Cultural Center for Excellence to study and rest between classes. I have been able to meet new and diverse groups of people through the program. PLUS gives me advisors and mentors who want the best for me and motivate me along the way.

Gerald Irvine
Montgomery, AL
Food Science, Spanish minor

Auburn Global students represent 21 countries

Auburn Global students matriculated to the University in 2015-16:
125

Auburn Global students made the Dean’s List:
23

Auburn Student Applications: Top States

Applications from California:
500+

Applications from Texas:
394

Applications from California:
2015

Applications from Texas:
2014

Applications from California:
2015

Applications from Texas:
2014
NEW COMPLETER PROGRAMS
In 2015-16, the University began developing three fully online bachelor’s degree programs for students who have earned some college credits and are ready and able to complete an Auburn degree. Pending SACSCOC approval, the programs, expected to be available in early 2017, include a Bachelor of Science in Nursing (RN-to-BSN), a Bachelor of Science in Business Administration, and a Bachelor of Computer Science (available Summer 2017).

ENHANCED ACCESSIBILITY
In fall 2015, the University adopted a new Policy for Accessible Electronic and Information Technology and is finalizing procedures for compliance designed to promote accessibility and universal design principles in the procurement, development, and implementation of electronic and information technology.

“EASL2GO”
With funding from the Office of the Provost and the colleges and schools, the Biggio Center implemented 10 new “EASL2GO” classrooms. These rooms allow teams of faculty to implement active learning in existing classroom spaces.

SELECTED ACCOMPLISHMENTS

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AUBURN TESTING FACILITY

In spring 2016, Auburn opened the Biggin Testing Center to provide expanded academic testing services for students. The University now administers GRE, MCAT, and DAT examinations.

ePORTFOLIO AWARDS

In 2015-16, Auburn’s ePortfolio Project cohort increased its participation to include representatives from all but one of the University’s degree-granting colleges and schools, and delivered presentations to more than 1,300 students representing 26 different organizations or groups on campus.

Auburn students Rachel Hamrick, Evelyn Canne Holladay, Ashley Vukovich, and Alexa Womack (not pictured) were awarded the 2016 Outstanding ePortfolio Award for creating exemplary ePortfolios.
ALCOHOLEDU AND HAVEN

Due to the success of the programs during the 2014-15 pilot year, the Division of Student Affairs fully implemented AlcoholEDU and Haven sexual assault prevention programs as requirements for all incoming students, beginning fall 2015. Students reported a 22 percent increase in knowledge related to the topic areas.

QUESTION, PERSUADE, REFER TRAINING

In 2015, Auburn joined with other colleges and universities around the country to provide “Question-Persuade-Refer” (QPR) Suicide Prevention Gatekeeper Training to students, faculty, and staff. The community-based prevention program educates members of the campus community about suicide and available resources for those needing professional help. The program empowers members of the campus community to serve as “gatekeepers” by recognizing suicidal warnings and knowing how to question, persuade, and refer someone to help. Nearly 1,000 members of the campus participated in QPR training during the 2015-16 year.

AUINVOLVE

In 2015, the Office of Student Involvement launched a marketing campaign to increase student use of AUinvolve, a program that enables students to build transcripts within the software. Through collaboration with the Office of University Writing, students can now incorporate their co-curricular transcripts into ePortfolio workshops along with training materials.

WE.AUBURN

Auburn launched the Green Dot Bystander Intervention program in fall 2015 to prevent and reduce power-based violence on campus by engaging students as active bystanders who are prepared to prevent potential acts of violence. As part of the national Green Dot movement, WE.AUBURN saw more than 6,600 members of the campus community receive a Green Dot overview or participate in training sessions.

3,992,615
AUinvolve page views in 2015-16 academic year, a 68% increase from 2014-15

More than 6,600 students, faculty, and staff participated in a Green Dot overview or training session in 2015-16
INCREASED SUPPORT FOR MENTAL HEALTH AND WELLNESS

In fall 2015, Auburn’s Student Government Association charged a Task Force on Student Mental Health to provide recommendations to strengthen campus mental health and wellness resources. Increased accessibility to counselors, addressing stigmas associated with mental health, and reducing substance abuse behaviors were among the key findings of the study. As a result, the Division of Student Affairs increased its professional staff for Student Counseling Services with the hiring of new counselors and expanded its services for students.

Moose the Therapy Dog: 550 outreach contacts to students and 212 individual or group therapy sessions in 2015-16.

<table>
<thead>
<tr>
<th>Strategic Plan Metrics-Strategic Priority #1</th>
<th>Baseline</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2018 Goal</th>
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<tbody>
<tr>
<td>Total degrees awarded (annual)</td>
<td>5,881</td>
<td>6,114</td>
<td>6,186</td>
<td>6,164</td>
<td>6,300</td>
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<td>in 2013-14 in 2014-15 in 2015-16 in 2016-17</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total doctorates awarded (annual)</td>
<td>477</td>
<td>490</td>
<td>519</td>
<td>523</td>
<td>500</td>
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<tr>
<td>in 2013-14 in 2014-15 in 2015-16 in 2016-17</td>
<td></td>
<td></td>
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<tr>
<td>First-year retention rate</td>
<td>89.9%</td>
<td>90.3%</td>
<td>90%</td>
<td>90.9%</td>
<td>93%</td>
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<tr>
<td>4-Year graduation rate</td>
<td>44.3%</td>
<td>46.8%</td>
<td>49%</td>
<td>49.9%</td>
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<tr>
<td>6-Year graduation rate</td>
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<td>70.9%</td>
<td>73%</td>
<td>75.0%</td>
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<td>Undergraduate enrollment, % non-resident first-time freshmen</td>
<td>35%</td>
<td>38%</td>
<td>41%</td>
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<td>Mean ACT composite score for new freshmen, Alabama residents</td>
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<td>27.1</td>
<td>27.4</td>
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<td>Number of undergraduate international students</td>
<td>151</td>
<td>319</td>
<td>514</td>
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<td>1,000</td>
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<td>% Pell recipients among new freshmen</td>
<td>14%</td>
<td>13.2%</td>
<td>12.4%</td>
<td>12.1%</td>
<td>20%</td>
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<tr>
<td>Enrollment in fully online degree programs, undergraduate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2,300</td>
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<tr>
<td>Implementation of sustainable Career ePortfolio project</td>
<td>---</td>
<td>25%</td>
<td>40%</td>
<td>50%</td>
<td>100%</td>
</tr>
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</table>
AUBURN MEMORIAL

Following months of planning, construction of the Auburn Memorial began in April 2016. With leadership from the Student Government Association, the 4.25-acre memorial honors members of the Auburn Family who have passed away and provides a space for private reflection and remembrance of those who were connected to Auburn University.

Walker Byrd, 2015-16 SGA President

“Student leaders have devoted years of work on this project, and their commitment and personal charitable support speak to the value such a memorial holds for the Auburn Family.”
Anne Gorden, associate professor in the Department of Chemistry and Biochemistry, regularly mentors undergraduate students as they conduct research in her lab, giving them the chance to solve real-world problems and gain leadership skills and workforce development training. Her research, funded by the Defense Threat Reduction Agency, aims to develop a new and better method for rapid detection of radioactive materials that is less expensive to produce and easy for first responders to carry in the event of a terrorist attack, or any kind of radiation accident.
STRATEGIC PRIORITY 2
Support Faculty Excellence and Strengthen Auburn's Reputation

Several initiatives aimed at enhancing faculty success were developed and implemented in 2015-16, including the appointment of the University’s first Faculty Fellow for Transformational Leadership, and the upgrade of learning spaces designed to support collaboration using mobile technology and more traditional white boards to enhance teaching and learning. Faculty engagement in development programs increased, as did the number of new tenure-track faculty and joint faculty appointments.
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

SUMMER COURSE (RE)DESIGN
During summer 2016, more than 40 faculty and 6 faculty facilitators and ambassadors participated in the Biggio Center’s Course (Re)design seminar to re-envision their courses as they prepare to teach in Auburn’s new classroom buildings. With funds awarded for the redesign, the seminar helped faculty incorporate high-impact active learning practices including team-based learning, developing rubrics, and peer-feedback activities.

“EASL2GO”
Faculty teams in 9 departments were awarded grants (up to $20K) to upgrade existing classrooms with collaborative tools including technology and whiteboards. Several departments also committed funds to upgrade furniture to allow for increased flexibility in the learning spaces and to help faculty and GTAs get up to speed teaching in EASL-like environments. Many of the upgrades are movable and can be transferred to other spaces as demand increases.

“EASL2GO” allows teams of faculty to implement active learning in extant classrooms

FACULTY FELLOW FOR TRANSFORMATIONAL LEADERSHIP
During fall 2015, the Provost’s Office established a new position to support the development of department heads and chairs. The Faculty Fellow for Transformational Leadership supports departmental leaders by identifying and developing applicable strategies necessary to support departmental success, including effectively evaluating faculty and developing/maintaining productive departmental cultures. Allen Furr was selected as the first Faculty Fellow in spring 2016.

109
Joint appointments in 2016

100+
New Tenure-Track Faculty Members in 2016

80
New Full-Time Non-Tenure Track Faculty Hired in 2015-16

14
FACULTY from 8 different colleges participated in the New Faculty Scholars program

“EASL2GO”

In May 2016, faculty members from 21 departments came together to learn about the ePortfolio Project and evaluate Auburn University students’ ePortfolios using a newly revised rubric. The two-day program emphasized creating a shared, cross-disciplinary understanding of the four student learning outcomes associated with the ePortfolio Project: critical thinking through reflection, effective communication, visual literacy, and technical competence.

“I feel much better able to teach/facilitate and evaluate ePortfolios. I now have a much deeper understanding of how to create an ePortfolio, but also why they are relevant and how they might be used to enhance the curriculum within a program. Students could certainly benefit from creating an ePortfolio and I can see how an ePortfolio would foster critical thinking in a significant way.”

—Faculty participant
GARY E. BROWN ePORTFOLIO PROJECT WINNERS

A faculty team from the Department of Human Development and Family Studies received the 2016 Gary Brown ePortfolio Project Faculty Cohort Award. The award recognizes faculty members who exhibit a spirit of collaboration and joint ownership for implementing ePortfolios into their curriculum and is named in honor of Dr. Gary Brown, a national leader in innovative teaching and the use of ePortfolios to promote student learning. Team members included Robert Bubb, Emily Cumbie, Jamie Sailors, Margaret Vollenweider, and Sharon Wilbanks.

2015 LEISCHUCK AWARD WINNERS

One of Auburn University’s most prestigious faculty awards, the Leischuck Endowed Presidential Awards for Excellence honor two faculty members annually for innovation in teaching and a steadfast commitment to student success through advising and mentoring both inside and outside the classroom. The awards are named in recognition of Dr. Gerald and the late Emily Leischuck, who fulfilled long-time professional careers in administration at Auburn, but started their careers as teachers and attended Auburn to pursue graduate degrees in education. Elaine Coleman, one of two recipients, is an associate professor in the Department of Anatomy, Physiology and Pharmacology in the College of Veterinary Medicine and teaches veterinary anatomy and neuroscience to first-year students. While the classes she teaches are among the most challenging and difficult, Dr. Coleman is highly regarded among veterinary students for her character, humility, and integrity. In addition to her innovative teaching approaches, she is an accomplished scholar in the field of CNS astrocyte structure and function in brain disease. Her research has been funded by the National Institutes of Health, as well as private agencies. In addition to her teaching and research, Dr. Coleman is a respected mentor for junior faculty in the college.

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Jeffrey Katz, an Alumni Professor in the Department of Psychology in the College of Liberal Arts and another Leischuck award recipient, was recognized in 2015 for his engaging classroom environment and unique teaching methods, particularly the “Dr. Seuss method”—a teaching style that uses examples and metaphors that are simple and easy to understand, but often times have a deeper and more complex psychological meaning. A faculty member since 2000, Katz’s research focuses on comparative mechanisms of learning and cognition, and his work has been funded by the National Science Foundation and the National Institute of Mental Health.

### Strategic Plan Metrics-Strategic Priority #2

Collaborative on Academic Careers in Higher Education (COACHE) Survey

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<tr>
<th></th>
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<tbody>
<tr>
<td>Faculty job satisfaction</td>
<td></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>Next survey date 2017</td>
<td>4.00</td>
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<tr>
<td>Faculty job satisfaction</td>
<td></td>
<td></td>
<td></td>
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<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>Next survey date 2017</td>
<td>3.50</td>
</tr>
<tr>
<td>Faculty job satisfaction</td>
<td></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>Next survey date 2017</td>
<td>3.50</td>
</tr>
</tbody>
</table>
In addition to being an award-winning educator and scholar, Professor Hanqin Tian of Auburn’s School of Forestry and Wildlife Sciences is a pioneer in advancing climate change research. Tian’s first-of-a-kind study in *Nature* is helping the world understand human impacts on the Earth’s ecosystems and climate. In looking at the net balance of the three major greenhouse gases for every region of Earth’s landmasses, Tian found that human-induced emissions of methane and nitrous oxide overwhelmingly surpass the ability of the land to soak up carbon dioxide emissions. This finding has revised our understanding of the agricultural impact on global climate change.
Auburn University continued its tradition of excellence as a pioneer of innovation and intellectual exploration with scholarly advancements across multiple research fields in 2015-16. New interdisciplinary collaborations and increased support for faculty enabled the University to strengthen its role as an economic resource for Alabama. Strategic academic, industrial, and entrepreneurial partnerships enabled the University to continue fostering new opportunities for discovery among faculty and students.
Strategic Goal #5
The University will make significant increases in its scholarly and creative contributions by 2018.

SELECTED ACCOMPLISHMENTS

THIS IS RESEARCH SYMPOSIA
In September 2015, the inaugural Faculty Symposium took place with nearly 400 registered participants. The event featured a keynote address by U.S. Air Force Lt. Gen. Steven L. Kwast, 13 invited Auburn Talks given by faculty, and 82 invited poster presentations given by faculty across the schools and colleges, as well as several from AUM.

The inaugural This is Research Student Symposium was held in spring 2015 and featured both undergraduate and graduate students and included 165 oral presentations and 144 poster presentations, as well as an award reception.

RESEARCH ADVISORY BOARD ADVANCEMENT OF RESEARCH AND SCHOLARSHIP AWARD
In 2015, the Auburn University Research Advisory Board established and awarded for the first time the Research Advisory Board Advancement of Research and Scholarship Award. Recognized as Auburn's most prestigious research and scholarship honor, the award recognizes full-time permanent faculty whose efforts exemplify high quality, competitive research, and scholarly activity that contributes to and advances Auburn's research and scholarship mission. The Research Advisory Board includes more than 40 industry professionals from across the country who actively support the University's efforts to enhance its research and scholarship culture. Geoff Hill, Alumni Professor in the Department of Biological Sciences in the College of Sciences and Mathematics and curator of birds for the Auburn University Museum of Natural History, was the inaugural recipient.

AUBURN SPEAKS: ON BIOFUELS IN THE SOUTHEAST
In August 2016, Auburn Speaks: On Biofuels in the Southeast was released. Steve Taylor, associate dean for research in the Samuel Ginn College of Engineering and professor and former head of the Department of Biosystems Engineering, served as editor. This issue of Auburn Speaks is a special edition funded through a USDA-NIFA grant to the Southeast Partnership for Integrated Biomass Supply Systems and recognizes and promotes the work of outstanding Auburn faculty, as well as their consortium colleagues.

COLLABORATION CORNER
Located in Foy Hall, the Collaboration Corner was created in 2016 to encourage faculty from all departments to come together to connect, share research, and learn from each other. The Office of Proposal Services and Faculty Support hosts monthly workshops and creates opportunities for faculty to come together to continually learn from their peers and keep pace with the current standards of proposal development in an ever-changing funding climate.
In 2016, Pradeep Lall, the John and Anne MacFarlane Professor of Mechanical Engineering, was awarded several national honors for his research in the field of harsh node environments. In spring, Lall received the Wright Gardner Award from the Alabama Academy of Science for his work as director of Auburn’s National Science Foundation Center for Advanced Vehicle and Extreme Environment Electronics (CAVE3), which is dedicated to working with industry to develop and implement new technologies for the packaging and manufacturing of electronics. In July, Lall received the Alexander Schwarzkopf Prize from the National Science Foundation’s Industry/University Cooperative Research Centers program. As the director of the NSF-Cave3, Lall was recognized for his collaboration with industry, government, and academic agencies to advance technological discoveries through research on automotive and harsh environment electronics.
**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.

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**THIS IS A POWERFUL RESEARCH PARTNER.**

Auburn University’s new $1 million supercomputer is equipping researchers like Tonia Schwartz, an assistant professor in the Department of Biological Sciences, with teraflop computing power to tackle enormous research projects across campus, from genomic sequence analysis to complex engineering tasks.

Schwartz is working to understand how, at the genetic level, individuals, populations, or species respond to stresses in their environments. Her findings will support medical researchers addressing issues of obesity and metabolic disorders and conservation biologists studying how animals are responding to our changing environment.

Created with the input of multiple interdisciplinary on-campus research groups, this high-performance computing cluster will help researchers conduct work that is more efficient and saves time and resources. Having this computer on site and immediately accessible was a major factor in Schwartz’s decision to join Auburn’s faculty.

By unlocking the hidden potential in massive data sets, Auburn University’s supercomputer will aid its researchers in asking and answering big questions of international significance.

[auburn.edu/supercomputer](auburn.edu/supercomputer)

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**“HOPPER” SUPERCOMPUTER**

In order to meet the computational needs of numerous researchers at Auburn, a group of faculty from the colleges of Agriculture, Education, Engineering, Liberal Arts, Sciences and Mathematics, and Veterinary Medicine and the School of Pharmacy funded a new high-performance computer. Operation of the resource allows each user to own a “share” of the machine dedicated to his or her projects. Launched in February 2016, approximately $1M for “Hopper” was raised.
APLU IEP AWARD FOR PLACE

Following its designation in June 2015 as an Innovation and Economic Prosperity University by the Association of Public and Land Grant Universities (APLU), Auburn University applied for and won the APLU IEP Award for Place, which recognizes universities "excelling in community, social, and cultural development work." With a nomination package that highlighted the Rural Studio, the Off-Bed Oyster Farming Project at the Auburn University Shellfish Laboratory, and the National Poultry Technology Center, Auburn bested five other universities for the award, which was presented at APLU’s annual meeting.

“This new supercomputer will greatly accelerate our rate of scientific discovery by decreasing time for data analysis and, ultimately, dissemination of findings to the scientific community and public.”

— Tonia S. Schwartz
Assistant Professor
Department of Biological Sciences
College of Sciences and Mathematics

from a combination of startup funds, research grants, and college research budgets, in addition to substantial help from the Office of the Provost and the Office of Information Technology.
LAUNCH
Auburn’s LAUNCH Fund for Research and Innovation was formally approved in 2015 to provide endowed funds designed to support faculty efforts related to commercialization and entrepreneurship. Three faculty members were awarded LAUNCH grants to fund the commercialization of their research, including Mark Liles, associate professor in the Department of Biological Sciences; David Worley, professor emeritus from the Department of Chemistry and Biochemistry; and Robert Dean, assistant professor in the Department of Electrical and Computer Engineering.

TIGER GIVING DAY FUNDS 3D PRINTERS
Students and faculty in Auburn's School of Industrial and Graphic Design are using 3D printing capabilities to develop highly customized prostheses for veterans. Working in partnership with Scott Renner in Auburn's Center for Disability Research and Service, Associate Professor Jerrod Windham participated in Auburn’s inaugural Tiger Giving Day in December 2015 to secure funding needed for two 3D printers. Windham then challenged students to utilize 3D printing processes to develop new assistive technologies to address the specific problems of six local individuals with prostheses. These specialized solutions are cost-effective gateways to accessibility and independence, not only for amputees, but for those suffering from a range of disabilities. Combining crowd funding with faculty expertise and student enthusiasm to deliver timely, innovative solutions to real-world problems is at the heart of our land-grand tradition and exemplifies our commitment to excellence not only in research, but to teaching and outreach as well.

42
Proposals were funded as part of the 2016 Intramural Grants Program totaling

$642,000

20
Incubator clients in the Auburn Research Park

$2.8M
Auburn University Huntsville Research Center contracts yielded in external awards

27%
AUBURN SENIORS WORKED WITH FACULTY MEMBERS ON RESEARCH PROJECTS

26% Students at other research universities

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ACCELERATE ALABAMA 2.0

In spring 2016, Auburn worked with the Economic Development Partnership of Alabama, the Alabama Department of Commerce, and the EPSCoR Steering Committee to update the Alabama Science & Technology Roadmap, a component of the state’s economic development strategic plan, Accelerate Alabama 2.0. The updated Roadmap focuses on positioning Alabama’s institutions of higher education to play an ever greater role in fostering the state’s flourishing knowledge-based economy through strategic public/private sector interaction. Groundwork for this interaction with business and industry is already being laid in research parks, business incubators, and workforce development efforts across the state. The Roadmap includes a high-level inventory of institutional strengths that reflect national research priorities (agricultural products/food production, biosciences/biotechnology, chemical/petrochemical, forest products, metal and advanced materials, advanced manufacturing, information technology and cybersecurity, energy, nanotechnology, and transportation), as well as suggestions for developing external and internal engagement activities that highlight the capabilities of the state’s institutions of higher education. An example of these activities was the industry-themed, “Additive Manufacturing – The Next Industrial Revolution: A Forum at Auburn University Exploring Opportunities and Challenges for Industrialization of Additive Manufacturing,” that took place in July 2015.

CENTER FOR COMPARATIVE GENOMICS AND TRANSLATIONAL RESEARCH

In fall 2014, the HudsonAlpha Institute for Biotechnology partnered with the College of Veterinary Medicine to establish an inter-institutional Center for Comparative Genomics and Translational Research. The new center leverages expertise at both institutions and insures that Auburn investigators have access to state-of-the-art capabilities in comparative functional genomics. The collaboration provides Auburn faculty with access to world-class human and technical resources required to pursue game-changing research at the highest levels. Establishment of the center strengthens ongoing efforts to expand research competitiveness in this important domain through the Auburn strategic hiring initiative, where ‘Omics and Informatics’ is a priority. Projects enabled through the Auburn University-HudsonAlpha interface include efforts to identify gene expression events associated with cancer, cardiovascular disease, obesity, and reproductive development in economically and translationally important domestic animal model systems.

<table>
<thead>
<tr>
<th>Strategic Plan Metrics-Strategic Priority #3</th>
<th>Baseline</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<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>$142,487</td>
<td>$135,899</td>
<td>$165,000</td>
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<tr>
<td>Federal Research Expenditures ($1,000s)</td>
<td>$55,557</td>
<td>$57,253</td>
<td>$50,088</td>
<td>$48,352</td>
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<td>Total Journal Publications, Last Four Years</td>
<td>4,105</td>
<td>4,161</td>
<td>4,023</td>
<td>4,469</td>
<td>4,050</td>
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<tr>
<td>Total Citations Earned, Last Five Years</td>
<td>30,538</td>
<td>31,337</td>
<td>28,914</td>
<td>32,887</td>
<td>38,450</td>
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<td>Books Published Since 2003-04</td>
<td>178</td>
<td>246</td>
<td>251</td>
<td>261</td>
<td>400</td>
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<tr>
<td>Total Academic Awards Won by Current Faculty</td>
<td>105</td>
<td>122</td>
<td>127</td>
<td>165</td>
<td>125</td>
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</tbody>
</table>
Virginia Davis, Alumni Professor in the Department of Chemical Engineering, was recognized for her efforts to increase K-12 student engagement in science, technology, engineering, and math education with the 2015 Award for Excellence in Faculty Outreach. Working with initiatives such as BEST Robotics, Women in Engineering camps, and Youth Experiences in Science, Davis inspires students to become scientists and engineers by creating unique learning experiences that incorporate hands-on activities, experiments, and projects. In addition to her outreach, Davis also helped establish Auburn’s Society of Hispanic Professional Engineers.
2015-16 was a successful year for the Office of University Outreach and the Alabama Cooperative Extension System as both units worked to advance Auburn’s land-grant mission of serving the needs of Alabama’s citizens through education and research endeavors. By generating new learning opportunities, the University successfully engaged new audiences and extended its reach to existing groups through expanded educational programs. Enhanced programs such as ALProHealth, BodyQuest, and Campus Kitchens continued to promote health, wellness, and food security while programs such as Alabama 4-H and GEAR UP Alabama strengthened future generations of students all 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

CAMPUSS KITCHENS
Auburn increased its Campus Kitchens Project in 2015 to eight local sites, delivering more than 400 meals weekly to organizations and individuals in the local community. In 2015, the organization was awarded a mini grant to fund a mobile food pantry. Working with the East Alabama and the Macon County food banks, project organizers provided 9,000 pounds of food and fresh produce to Tuskegee residents. Auburn students also initiated a nutrition education program for 15 children attending the “Our House” after-school community center.

ALL-STAR LECTURE SERIES
During fall 2015, OLLI@Auburn, the Office of Communications and Marketing, the Auburn Alumni Association, and Auburn Athletics hosted the fourth annual “All-Star Lecture Series” on Fridays before the six home football games. Approximately 100 individuals attended each lecture; the series highlighted Auburn alumni, faculty, professionals, and veterans.

ECONOMIC DELEGATIONS
University Outreach continued its Cuba economic-oriented delegations with two trips during 2015-16. The new “Outreach Global” initiative offered new educational and business delegations to African countries, including Ghana, Senegal, Morocco, Kenya, Ethiopia, Malawi, Uganda, and South Africa.

Rachael Gamlin
Campus Kitchens student secretary and Committee of 19 president Rachael Gamlin received the Office of Sustainability’s 2016 William Olsen Student Achievement Award. The award recognized Rachael’s efforts in creating campus collaborations supporting food sustainability projects and for her leadership in starting a new farm produce donation initiative with the Food Bank of East Alabama.
12,800+

Participants in Extension workforce development programs in 2015-16

CAREER CERTIFICATE PROGRAMS

University Outreach increased its number of job and career development programs available online in 2015-16 to include 35 professional certificate series and more than 113 specializations offered within the Military Spouse Career Advancement program. The Office of Professional and Continuing Education is now home to the AU Challenge Course facility, offering customized leadership development exercises for groups and companies.

1 in 4

Alabamians is estimated to participate in Extension programs statewide

OPELIKA GROWS

In 2016, faculty from the colleges of Agriculture and Education were awarded a grant from the Office of University Outreach to establish a new partnership involving the University, Opelika City Schools, the Food Bank of East Alabama, Keep Opelika Beautiful, and Hootenanny Farm to encourage civic engagement while promoting awareness of food insecurity in the local community.

With leadership from Hanna Baggett, Carey Andrezejewski, and Sean Forbes in the Department of Educational, Foundations, Leadership and Technology and Daniel Wells in the Department of Horticulture, “Opelika Grows” recognizes the history of Alabama agriculture to sustain its citizens by challenging various community groups and students to address issues of food insecurity. The initiative provides students with comprehensive internship opportunities, including vegetable production, warehouse management, and food preparation. By engaging the students in work-ready training, they receive service-learning experience while their teachers receive professional development to incorporate agri-science into regular class curricula. The fruits of intern labor are donated to the Community Market and sold to cooperating local businesses.
HEALTH AND WELLNESS INITIATIVES

SNAP-ED
The Alabama Cooperative Extension System continued its efforts to implement SNAP-Ed, a program that targets the wellness needs of 81,000 Alabamians through school, home, and community obesity prevention education. More than 6,000 third graders in BodyQuest were empowered to eat more fruits and vegetables at school and home. A social marketing billboard campaign was expanded in 2015 and obtained 35 million roadside viewings in three months. More than 5,000 parents were added to the BodyQuest program in 2015.

As a result of the educational program, 88 percent of the parents purchased more vegetables and 86 percent became a role model for eating vegetables. Additionally, continuing education through texting was well received by over 3,000 parents. Ninety-eight percent reported using text message tips to improve home nutrition.

ALPROHEALTH
ALProHealth, a CDC grant initiative of Extension with the School of Nursing, School of Forestry and Wildlife Sciences, and College of Human Sciences, increased access to healthier food options and safe places for physical activity in 14 of Alabama’s high obesity counties. Impacts in these counties included:
- 24 food retailers provided healthier food choices
- 16 walking trails enhanced or created to increase access to physical activity
- 8 schools established gardens
- 6 communities established or enhanced farmer’s markets

OUTREACH
In 2015-16, almost 600 students engaged in community-based health screenings and educational events. Serving more than 2,600 patients at 45 regional sites, benefits included:
- Mobile clinics hosted by School of Nursing with the Harrison School of Pharmacy, offering health screenings, health promotion, and teaching to uninsured and underinsured populations.
- Nursing health teaching to preschool - elderly populations in Auburn and surrounding counties.
- Nursing Tiger Check program for K-12 students in surrounding low-income counties to provide general health screenings.
- Multiple nursing health fairs in Auburn, Opelika, and other low-income communities surrounding campus.
- Projects with the Wounded Warrior Project.

169,000 Youth participated in 4-H clubs and programs in 2015-16

Extension 4-H Club programs are established in 50% of Alabama schools, more than 500 schools statewide


### GEDI

In 2015, University Outreach formed the Government and Economic Development Institute (GEDI), unifying the resources and programs of two existing offices to form a higher capacity unit, thus offering a broader range of coordinated services for Alabama communities statewide. GEDI launched its new Economic Development Leadership Institute in conjunction with the Economic Development Association of Alabama. Five day-long programs on “Essentials of Economic Development” were offered in fall 2015 at locations around the state, with 178 elected officials and community leaders participating. Year-to-date, this has increased to 10 programs with 340 participants statewide, including the “Essentials” courses, Attracting Retail Development, and the Intensive Economic Development conference.

### ENCYCLOPEDIA OF ALABAMA

The online Encyclopedia of Alabama won the Alabama Historical Association’s inaugural Digital History Award, recognizing excellence in projects that deliver information on Alabama’s history using the internet and social media tools.

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#### Strategic Plan Metrics-Strategic Priority #4

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</thead>
<tbody>
<tr>
<td>Students participating in outreach and extension programs</td>
<td>300</td>
<td>218</td>
<td>921</td>
<td>1,029</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>41,231</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>1,537</td>
<td>1,500</td>
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<tr>
<td>4-H Participation</td>
<td>107,000</td>
<td>131,702</td>
<td>138,675</td>
<td>169,243</td>
<td>157,000</td>
</tr>
<tr>
<td>Total Hispanic participants, Extension programs</td>
<td>35,000</td>
<td>24,946</td>
<td>30,543</td>
<td>11,040</td>
<td>45,000</td>
</tr>
</tbody>
</table>

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1,000+ Students volunteered in AuburnServes and other outreach and extension programs in 2015-16

175 Community agencies and non-profit partners in AuburnServes

1,500+ Participants in Outreach workforce and skills training in 2015-16
On December 1, 2015, Auburn University hosted its inaugural Tiger Giving Day as part of Giving Tuesday, a national day of philanthropy held each year on the Tuesday after Thanksgiving. The event fully funded 18 projects, making a significant difference for many of Auburn’s students, faculty, and programs. Projects funded include a new telescope for astronomy students, new 3D printers to improve prosthetics for military veterans, food for Auburn’s beloved eagles, and a new obstacle course for dogs in the Canine Performance Sciences Program, among others. More than 2,100 donors from 38 states and seven countries contributed to the day’s success, with gifts ranging from $5 to $50,000. The Auburn Family once again will have a chance to support unique projects on Nov. 29, 2016, marking Auburn University’s second annual university-wide online giving event. A list of projects will be available during the week of Thanksgiving at www.tigergiving.org.
Auburn continued its efforts to enhance its resource allocation processes by implementing a new budgeting approach designed to better align resources, foster innovation, and support initiatives essential to achieving the institution’s goals. These projects included new academic facilities designed to support student and faculty success, improved human resources policies and procedures, and enhanced sustainability efforts.

Working across all aspects of the University, Auburn’s Office of Development demonstrated effective stewardship of the University’s fundraising efforts as Auburn approached its comprehensive campaign goal of $1B.
Strategic Goal #8
The University will achieve excellence in organizational stewardship by aligning investments with institutional priorities.

SELECTED ACCOMPLISHMENTS

STRATEGIC BUDGETING INITIATIVE
The University continued its efforts to create a logical, thoughtful, transparent, and defensible approach to the allocation of resources necessary to support Auburn’s mission and strategic priorities. Aiming to incentivize units to be more effective, efficient, and entrepreneurial, the University completed the consensus-building phase of the proposed model in 2015-16. As the institution transitions into full implementation in 2017, the new model will enable units to become increasingly strategic in their approaches to recruitment, as well as provide enhanced support for instruction, research, and outreach.

SUSTAINABILITY EFFORTS
In April 2016, Auburn received a STARS Silver Rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education. STARS measures and encourages sustainability in all aspects of higher education. Key achievements included:

74% of Auburn students use some form of sustainable transportation like Tiger Transit, carpooling, biking, or walking to commute to campus
Auburn reduced water consumption per square foot by over 40%
The number of faculty engaged in current sustainability-related research has nearly doubled in three years
The Introduction to Sustainability course is now listed in Auburn’s core curriculum
A comprehensive landscape master plan with sustainability as a core value was formally adopted

NEW TUITION CALCULATOR
In 2016, the University developed a new tuition calculator designed to provide greater efficiency and ease regarding the estimated cost of tuition.

Reduction in the University’s energy intensity index 15%
THIS IS AUBURN.
The University’s THIS IS AUBURN brand campaign continued to gain momentum, supporting an increase in the University’s digital audience to more than 750,000 readers in 2015-16. Additionally, stories in OCM’s online Newsroom logged more than 1.3 million hits in the website’s first 18 months.

More than 114,500 participants in Alumni Association outreach events

ENHANCED HUMAN RESOURCES
In summer 2016, the Human Resources department implemented a new and collaborative approach to establishing starting salaries, providing for well-informed pay decisions across campus. Along with educational sessions regarding relevant compensation principles and partnering with hiring units using a creative decision support tool, Pay Evaluator, Human Resources is strengthening the University’s ability to provide systematic, disciplined, equitable, and fiscally-responsible pay decision outcomes.

Auburn’s new apparel contract with Under Armour ranks among the top five apparel deals in the nation

Auburn’s Comprehensive Campaign generated more than $980 million in new gifts and commitments, achieving 98.6 percent of the goal. From April 1, 2008 – June 30, 2016, more than 94,000 total donors contributed to the campaign with $341,928,237 designated to the University’s endowment.

Because

This is Auburn.

A Campaign for Auburn University

98.6% of the $1B goal

50.7% 1st time donors

Comprehensive Campaign has generated $980 M+ new gifts & commitments

397 Student-athletes received Top Tiger Award with a GPA of 3.0 or higher
YEAR OF THE FEMALE ATHLETE

A number of NCAA teams experienced record-setting seasons in 2015-16, including women’s tennis, soccer, softball, and gymnastics who completed their seasons with the best year in program history.

Soccer, for the first time, reached the NCAA Sweet 16

Tennis hosted an NCAA Regional for the first time

Basketball advanced to the second round of the NCAA Tournament

SEC survey ranked the gameday experience at Jordan-Hare Stadium as the best in the conference

Equestrian won SEC and national championships

Gymnastics earned a No. 1 NCAA regional seed for the first time
### 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>2015-16 measured 06/30/16</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>$251,061,431</td>
<td>$252,870,500</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>$986,063,790</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>$219,732</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>
<td>Top 10%</td>
</tr>
</tbody>
</table>

**40%** Auburn student-athletes are on track to graduate with honors.

**Cumulative 3.17 GPA** for student-athletes.

Softball won the SEC championship for the second year in a row, and reached the Women’s College World Series championship final for the first time in program history.
THIS IS BUILDING SUCCESS.

Whether you've known about Auburn all your life or are just learning about our university, we invite you to discover more. This is a university built for student success and whose 300,000 alumni network includes the CEO of Apple, the founders of Habitat for Humanity and Wikipedia, an Oscar-winning actress, sports legends, and astronauts.

This is a place where vision and imagination meet practical world success for our students, researchers, faculty, and fans. At home and around the world, Auburn's research discoveries, outreach efforts, and student-centered instruction create jobs, build communities, and produce well-prepared graduates.

auburn.edu

BEST UNIVERSITY IN THE STATE —Forbes—

RANKED IN THE TOP 50 PUBLIC UNIVERSITIES FOR 23 CONSECUTIVE YEARS: BY U.S. NEWS & WORLD REPORT

98% OF RESPONDING ALUMNI HIGHLY RATED THEIR DECISION TO ATTEND AUBURN

ONE OF Kiplinger's 100 BEST VALUES IN PUBLIC COLLEGES $
THIS IS SCHOLARSHIP.

THIS IS INNOVATION.

THIS IS ENGAGEMENT.

THIS IS OPPORTUNITY.

THIS IS ENGAGEMENT.

THIS IS ACHIEVEMENT.

THIS IS AUBURN.
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