

UNIVERSITY OF SOUTH ALABAMA

OFFICE OF THE PRESIDENT



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Foreword:

The change in presidential leadership five years ago provided the opportunity for the University of South Alabama to learn from its past accomplishments, identify the issues which will impact its future, and structure a vision which will insure a place of academic prominence for our University in the future. Our efforts have involved our faculty, staff, administration, alumni, trustees, and community supporters. Together we have forged a vision which looks internal to the quality of our academic programs and opportunities for the development of new knowledge. Simultaneously, we are looking outward toward promising partnerships for service to our region and our state.

Drawing on the collective talent and energy of all our constituencies has allowed us to move deliberately forward in every important standard by which modern universities are measured. This has truly been a “family” effort, as our progress has been driven by the commitment of thousands of people who care about our University and those whom it serves.

Knowing that success could best be achieved with a clear focus, it was resolved five years ago that the University would:

1. Continue to Build the Academic Quality of the University and Improve the Learning Environment on Campus.
2. Build on the Quality of Student Life and the Overall Campus Atmosphere.
3. Enhance Diversity Among Students, Faculty, and Staff, and Evince a Commitment to Multiculturalism.
4. Reinforce and Improve the Public Image of the Institution.
5. Improve Public and Private Financial Support of the University.
6. Improve University Planning, Budgeting, and Assessment Processes.
7. Strengthen the USA Health System and Enhance its Contribution to the Health Care of the Region.

The University of South Alabama is not the same institution it was five years ago. It is better because of the countless hours of effort across the University family to make the institution even more responsive and adept at making a positive impact on the lives of the people it was created to serve.

Excellence is not a finite destination, but a continuous process. This report reviews how far our University has come in five years. Equally importantly, it anticipates some of the challenges that lie ahead.

Your thoughts, comments and suggestions are welcomed.

A handwritten signature in black ink, reading 'V. Gordon Moulton'.

V. Gordon Moulton
November 2003

Vision 1: Continue to Build the Academic Quality of the University and Improve the Learning Environment on Campus.



USA has made extensive progress in improving and expanding libraries, classrooms, laboratories, and educational technology, including:

- Campus construction, renovation and capital improvements totaling \$139 million since 1998.
- A successful \$9.4 million, 53,000-square-foot renovation and addition to the University Library, and \$2.2 million in additional funding over the past four years for collection purchases beyond routinely budgeted amounts.
- Installation of new computer software for University Library information systems.
- Completion of the Mitchell Center, providing space for academics, athletics and entertainment.
- Renovation of the Mitchell College of Business Building.
- Renovation of Humanities Building classrooms and auditoriums with new educational equipment and furnishings.
- College of Engineering laboratories renovated and expanded.
- Laidlaw Performing Arts Center completed, enhancing cultural opportunities for the campus community.
- More than \$1 million in classroom renovations and technological upgrades across campus.
- Major technological upgrades throughout campus include improved quality and speed of campus computer networks and high-speed network access made available to all students in residence halls.
- Announced plans to move colleges of Allied Health Professions and Nursing to the main campus, thus providing faculty and students the atmosphere and general support available to other colleges.
- Established Biomedical Library branch at USA Children's and Women's Hospital campus.

USA has improved opportunities for faculty development and research, such as:

- Near doubling of external contract and grant funding since 1998 to \$40 million annually.

- More than \$63.1 million in direct federal appropriations over the past five years to address critical areas including protection of the bay environment, natural resource utilization, prevention of juvenile delinquency, improving campus transit and key medical concerns including cancer, birth defects, and diabetes. USA received no federal direct funding prior to 1998.
- Creation of the USA Cancer Research Institute, the largest single research effort in USA history. An internationally prominent director was successfully recruited, along with key senior scientists. Other accomplishments include creation of a facility construction plan, securing of equipment including the linear accelerator and PET/CT, and creation of a \$65 million budget and funding plan for the Institute's first five years of operation.
- Formation of the USA Center for Lung Biology through medical quasi-endowment funds and a \$6.6 million project grant, one of the largest in USA history.
- Creation of the USA Technology and Research Park, including securing the first educational/research collaboration with Mentor Graphics Corporation and completion of the first building in the park.
- Improved sabbatical leave policy in support of faculty research and professional development.
- Formal faculty development programs including the Program for the Enhancement of Teaching and Learning (PETAL), Faculty Fridays, and the faculty online learning lab.
- Implemented new or improved policies on diversity, sexual harassment, sick leave, and vacation.
- Maintained constant faculty/student ratio amid enrollment growth and stagnant state funding.
- Average faculty salaries have grown from \$48,762 in fiscal 1998 to \$57,100 this fall. Maintained competitive starting salaries for new faculty.
- Provided computers for all faculty.
- Formal recognition plan created and new awards given for employee length of service, as well as for excellence in teaching, advising, and staff employee performance.

USA continues to develop degree programs that are relevant to the state's needs. Those begun in the past five years include:

- Doctor of Audiology.
- Doctor of Physical Therapy.
- Master of Occupational Therapy.
- Master of Education in Reading Education.
- Master of Science in Instructional Design and Development.
- Master of Science in Environmental Toxicology.
- Master of Science in Nursing for Students with Baccalaureate Degrees in Other Disciplines.
- Bachelor of Science in Meteorology.
- Bachelor of Science in Electronic Commerce.
- Bachelor of Social Work.
- Accelerated Bachelor of Science in Nursing.
- USA has also expanded its nursing program to allow students to complete a baccalaureate degree on the Baldwin County campus.
- USA added numerous concentrations within existing degree programs, including radiation therapy, international political economy, religion, art history, music performance, music industry studies, music education, and music interdisciplinary studies.
- USA is pursuing course and degree program delivery through electronic technology, including the addition of complete master's degree programs via the Internet in business administration, education, and nursing, as well as increased Web-based course offerings in other colleges.

Student Academic Support Enhanced:

- USA has more than quadrupled its academic scholarships, from 700 in 1998 to 2,800 in 2003, through a combination of public and private funds.
- Implemented USA Honors Program, serving more than 150 high-achieving students.

- Implemented graduate student teaching assistantships.
- Increased opportunities for hands-on learning through practicum and internship experiences.
- Supplemental Instruction Program created to assist students in historically difficult courses, contributing to a 10 percent increase in freshman student retention and to successful student learning.
- Strengthened academic advising campus-wide.

USA is continuing to improve opportunities for faculty-student interaction through:

- Creation of an undergraduate summer research program supporting collaboration with faculty and students across disciplines, involving more than 300 students to date.
- “Move-in Day” and freshman convocation instituted to foster relationships among faculty, staff, administrators, students and their families.
- “President’s Table” instituted to give students a regular opportunity to share ideas and concerns with key administrators in a non-threatening cafeteria setting.

Continued improvement of USA’s academic reputation has led to rapid expansion of the University, including:

- Record enrollment of 13,286 in fall 2003, up from 11,632 in fall 1998. For the past five years, USA has consistently been one of the fastest growing universities in the state. USA alumni now number more than 51,000.
- Record fall 2003 graduate enrollment of 2,670.
- Record freshman classes for three of the past five years.
- Growth in quality of students, with average freshman ACT score of 22.4 ranking USA students at the 73rd percentile nationally.

In addition to widespread student acceptance, USA’s academic strength has been validated through:

- Full re-accreditation by the Southern Association of Colleges and Schools.
- Reaffirmation of national accreditation in all professional disciplines, including Allied Health Professions, Business, Computer and Information Sciences, Engineering, Medicine, Music, Nursing and Art.

USA has successfully recruited key academic and administrative personnel in support of its tri-fold mission. These include:

- Vice President for Medical Affairs Dr. Robert Kreisberg, Vice President for Academic Affairs Dr. Pat Covey, Vice President for Development and Alumni Affairs Dr. Joseph Busta, Dean of Nursing Dr. Debra Davis, Dean of Libraries Dr. Richard Wood, Engineering Dean Dr. John Steadman, Allied Health Professions Dean Dr. Richard Talbott, Arts and Sciences Dean Dr. David Johnson, Dean of Students Dr. Timothy Beard, Cancer Research Institute Director Dr. Michael Boyd, USA Hospitals Chief Operating Officer Stan Hammack, Executive Director of Technological Development and Research Nicole Baute, and Director of Public Relations Keith Ayers.

Challenges:

- Continue to work toward creative solutions to preserve and build on academic quality in the face of state funding problems.
- Improve faculty salaries and benefits in order to recruit and retain highly qualified faculty.
- Plan for faculty staffing and support needs consistent with projected growth in enrollment.
- Develop plan for transition resulting from likely retirement of several senior administrators over the next five years.
- Secure additional funding to enhance library collection and other research infrastructure.
- Develop additional degree programs and specializations that respond to community needs and student interests.
- Develop plan for highest and best use of Brookley campus.

Vision 2: Build on the Quality of Student Life and the Overall Campus Atmosphere.



USA has improved campus life and the range and quality of campus services for students.

- Student support and student/faculty camaraderie enhanced through such projects as the annual residence hall “Move-In Day” and Fall Convocation.
- Opening of Mitchell Center has brought increased athletic and entertainment opportunities.
- Running track has been fully renovated with Olympic-quality track surface and new field equipment.
- New \$2.3 million intramural complex with five multi-purpose fields and field house has been completed and is in use.
- Renovation plan begun for Stanky Field.
- Residence halls have been renovated and wired for high-speed Internet service.
- Campus-wide transit system has been funded and construction is to begin in the coming fiscal year.
- Planning is under way for creation of “one-stop” student service center near the Student Center, to include Admissions, Bursar, Career Services, Enrollment Services, Financial Aid, Registrar, and Veterans’ Affairs -- close to dining services, the bookstore and a proposed major hub of the planned Campus Transit System.
- Campus dining services renovated and food service improved.
- Student Health Center improved through hiring of full-time physician director.
- Community-based policing instituted on campus.
- Began negotiations to sell Hillsdale housing with proceeds marked for the endowment of student support projects.
- Addition of Dean of Students position.
- Simplification and streamlining of student services, including implementation of new Student Information System (Banner) and Web-based registration.
- Essence Program for freshmen has improved retention among first-time freshmen.

- Maintained successful intercollegiate athletic programs in all sports and recruiting nationally prominent head coach for men's basketball.
- Implementation of "President's Table" and other methods by which students can receive information and provide input into the improvement of the University.
- New program allowing students to pay tuition in installments throughout the semester.
- Greater formal involvement of student leaders in campus governance on key issues such as tuition.

Challenges:

- Continue to develop a campus environment and academic reputation to make USA the institution of choice in the Gulf Region.
- Continue to build on USA's physical infrastructure to meet the needs of a diverse and expanding student body.
- Continue to improve the quality and appeal of campus life. Attract more students to living on campus.
- Expand computer network services to provide anytime/anywhere connectivity.
- Improve and expand scholarship programs and access to student financial assistance.
- Improve Athletic Department revenue from ticket sales and advertising to offset growing costs of maintaining a competitive Division I program.

Vision 3: Enhance Diversity Among Students, Faculty, and Staff, and Evince a Commitment to Multiculturalism.



USA has enhanced the sense of campus community while encouraging diversity among students, faculty, and staff.

- Minority student recruitment efforts have been enhanced. African-American student enrollment has risen from 12.6 percent of the student body in fall 1998 to 16.3 percent in fall 2003.
- The University has recruited and hired outstanding minority professionals in key faculty, staff and administrative positions.
- A Committee on Diversity has been appointed to make recommendations on ways to increase the number of minority faculty and staff members.
- International student enrollment represents approximately 8 percent of the student body, thus ensuring a rich cultural mix and atmosphere.
- The University has embarked on a plan to increase minority business participation in supplying goods and services to the University.
- USA created the Center for Healthy Communities to find innovative solutions for providing health care to the medically underserved, including minorities.

Challenges:

- Continue to develop creative approaches to increase the number of minority faculty.
- Improve student interaction among students of different race and cultures.
- Continue to improve process for identifying and hiring qualified minorities in administrative positions.

Vision 4: Reinforce and Improve the Public Image of the Institution.



USA has asserted its leadership as a vital force for education, economic and cultural development and health care through:

- Creation of the USA Technology and Research Park, which supports the regional economy and allows for collaboration between private companies and USA faculty and students. This project was done in close collaboration with the Chamber of Commerce as well as governmental, civic and business leaders.
- Creation of the USA Cancer Research Institute, which will provide greatly improved health care, medical research and substantial economic contributions to the area.
- Creation of the USA Children's Park.
- Bolstering relationships with government, business and civic leaders through personal contacts and an energetic speaking agenda involving the University president and other leaders.
- Rekindling relationships with the Chamber of Commerce, which has partnered with the University in numerous activities. The USA Cancer Institute was named the Chamber's top development initiative for 2002 and 2003 and the Technology and Research Park earned USA the Chamber's "Innovation Award" for 2003.
- Increasing educational, artistic, and other cultural activities related to the campus and involving civic leaders in campus life, special concerts and festivities, and numerous advisory boards for academic programs and University initiatives.
- Involvement of faculty and administration in civic activities.
- Producing and sharing with constituents four major institutional image videos and upgrading student enrollment publications.
- Aggressive print and broadcast media relations and advertising campaigns supporting student enrollment, alumni and constituent relations, image building and health care offerings.
- Revamping the University's Web site for greater user friendliness.

The University has worked with city, county and public school officials to develop several new ventures in support of the community, including:

- Work Study program that is among the nation's leaders in community service learning, earning a citation in Newsweek magazine.

- A college head start program for talented high school students.
- Preferred medical care contract for County employees through the USA Health System.
- Enhanced internships, cooperative research projects and other interactions with the Mobile County Public School System.
- Youth Violence Prevention Initiative in conjunction with the Strickland Youth Center, Mobile County Juvenile Court, Boys and Girls Club of South Alabama, and the Mobile Police Department.

Partnerships with business have resulted in:

- Successful joint research and product development in areas including nutritional supplements, tire recycling technology, and new drug treatments for Alzheimer's disease and cancer.
- New internship programs with several major employers.
- Increased private sector support for scholarships, professorship and faculty research.

Alumni involvement in the University has been increased by:

- Development of a 5-year strategic plan for the national association.
- Creation of new alumni chapters in Mobile and Baldwin counties, Pensacola, New Orleans, Houston and Austin, Texas.
- Expanded mailings of the alumni newsletter to all alumni, not just association members.
- Development of new student recruitment programs through alumni chapters.
- Publication of an updated alumni national directory.

Challenges:

- Maintain positive momentum toward sustained public understanding and appreciation of the University and its contributions.
- Develop stronger relationships with the business community, governmental and civic leaders, and schools. Identify innovative and mutually beneficial cooperative ventures.

- Improve and expand use of community advisory boards for all disciplines.
- Provide an atmosphere conducive for more faculty and administrative involvement in public policy issues.

Vision 5: Improve Public and Private Financial Support of the University.



- State appropriations to USA have grown from \$73.2 million in fiscal 1998 to \$83.7 million budgeted for fiscal 2004. However, this progress has been dampened by the fact that \$2.7 million annually in retiree health insurance costs have been shifted from the state to the University, and employee health care costs have risen by more than \$9 million annually during this same time period.
- USA has reacted to stagnant state appropriations by being resourceful in generating revenue from other sources, including external contracts and grants, federal appropriations, health care services, and tuition revenue growth. This has helped boost the institutional budget from \$417.2 million in fiscal 1998 to \$520.4 million in fiscal 2004.
- USA has involved the University community, students, friends, alumni, and other constituencies in advocating South Alabama's contributions to the community and need for adequate financial support. This has resulted in increased state appropriations, including a \$1 million equity adjustment in the state budget acknowledging USA's traditional position of receiving less funding per student than peer universities in the state.
- The University's resources have been enhanced through near doubling of external contract and grant funding to \$40 million annually, up from \$24 million in 1998.
- USA has received more than \$63.1 million in direct federal appropriations over the past five years. USA received no federal direct appropriations prior to fiscal 1998.
- Creation of the USA Cancer Institute and the USA Technology and Research Park has resulted in additional public and private sector revenues and promise an even greater future impact.
- USA's increasing popularity among students has led to tuition revenue growth of one-third over past five years, from \$33.7 million in 1998 to \$44.7 million in 2003.
- First University vice president for development and alumni relations hired. Planning began for a comprehensive university development program.
- Private giving over past five years has topped \$13 million.
- Received largest gift from living donor, Mitchell family (Abe, Arlene and Mayer), to endow Mitchell College of Business
- Created the Abraham A. Mitchell Scholars Program, USA's most prestigious academic scholarship program.

- Created first University-wide annual giving program and began the first Annual Fund direct mail fund-raising campaign.
- Revamped the University's Faculty/Staff Annual Fund campaign and set records for total amount raised, \$124,791, and total donors, 1,103.
- Began the University's first fund-raising campaigns for facilities: Stanky Field renovation and upgrade campaign, and a new archaeology building campaign.
- Funding from the USA Foundation has increased significantly over the last five years as compared to prior funding history of the Foundation.
- Internally held and managed endowment funds now total approximately \$15 million.

Challenges:

- Build on state support amid stagnant funding growth.
- Sustain positive momentum in garnering vital external support for research initiatives.
- Continue to encourage USA Foundation to recognize and support the University's priorities in key development areas.
- Increasingly engage alumni and private donors in the life of the University to sustain interest and support.
- Work with state and local government leaders to grow financial support for education.
- Support the USA Alumni Association's initiative to significantly increase the number of active dues-paying members.
- Build a comprehensive alumni and development staff and budget, in lean economic times, to enhance the University's ability to take full advantage of possible private gift support.

Vision 6: Improve University Planning, Budgeting and Assessment Processes



- Overall institutional budget grew from \$417.2 million in fiscal 1998 to \$520.4 million for fiscal 2004.
- State appropriations to USA have grown from \$73.2 million in fiscal 1998 to \$83.7 million budgeted for fiscal 2004. However, this progress has been dampened by the fact that \$2.7 million annually in retiree health insurance costs have been shifted from the state to the University, and employee health care costs have risen by more than \$9 million annually during this same time period.
- USA has reacted to stagnant state appropriations by being resourceful in generating revenue from other sources, including external contracts and grants, federal appropriations, health care services, and tuition revenue growth, all detailed previously in Vision 5.
- University financial condition has been improved and stabilized through restructuring of debt and improved budgeting and spending controls. University has restructured debt to cover more than \$25.7 million in unfunded capital improvement projects that existed in 1997.
- The USA Health System has been restored to a stable financial position.
- Upper level administration restructured to save \$700,000 annually.
- Refinanced high-interest debt of loans averaging 8-9 percent for a total savings of more than \$8 million.
- Annual “Review and Projections” goals and objectives statements and assessment processes created for all academic and support divisions.
- University standing committee structure has been reviewed and streamlined and Faculty Senate input assured on faculty appointments to all University-wide committees. Senate representation increased on all standing committees.
- Regular assessment processes have been created for each academic area integrating all missions: teaching, research, public service, and health care, where applicable. These include student outcomes assessment using standardized tests.
- Budgeting process has been improved and formalized, with improved linkage to the academic planning process.
- Successful accreditation review by the Southern Association of Colleges and Schools and numerous professional accrediting agencies.

- Improved Long Range Planning processes for programs, finances, and facilities.
- Campus Facilities Master Plan has been evaluated and changes made in key areas such as access to student services, campus parking and transportation, and handicap access.
- Expanded Long Range Planning Committee of Board of Trustees to include student, faculty and administrative representatives.
- Disseminated strategic planning goals document and, later, a report on status toward attainment.
- Instituted academic planning from departmental level through vice presidents.
- Created full-time academic program assessment coordinator in Institutional Research.
- Employed firm to study and prepare Campus Facilities Plan.
- Hired University architect.
- Formed committees to regularly assess, monitor and make suggestions for achieving and maintaining competitive salaries for all faculty and staff.
- Addressed chronic shortage of state funding by reducing personnel costs without layoffs through two successful voluntary retirement incentive programs.

Challenges:

- Continue to work on securing predictable state funding.
- Remain competitive in faculty and staff salaries to attract and retain high quality employees.
- Continuously evaluate Long Range Plan with input from key constituencies to make best decisions amid scarce resources.
- Explore ways to effectively control rising costs of USA Health Plan for employees.

Vision 7: Strengthen the USA Health System and Enhance its Contribution to the Health Care of the Region.



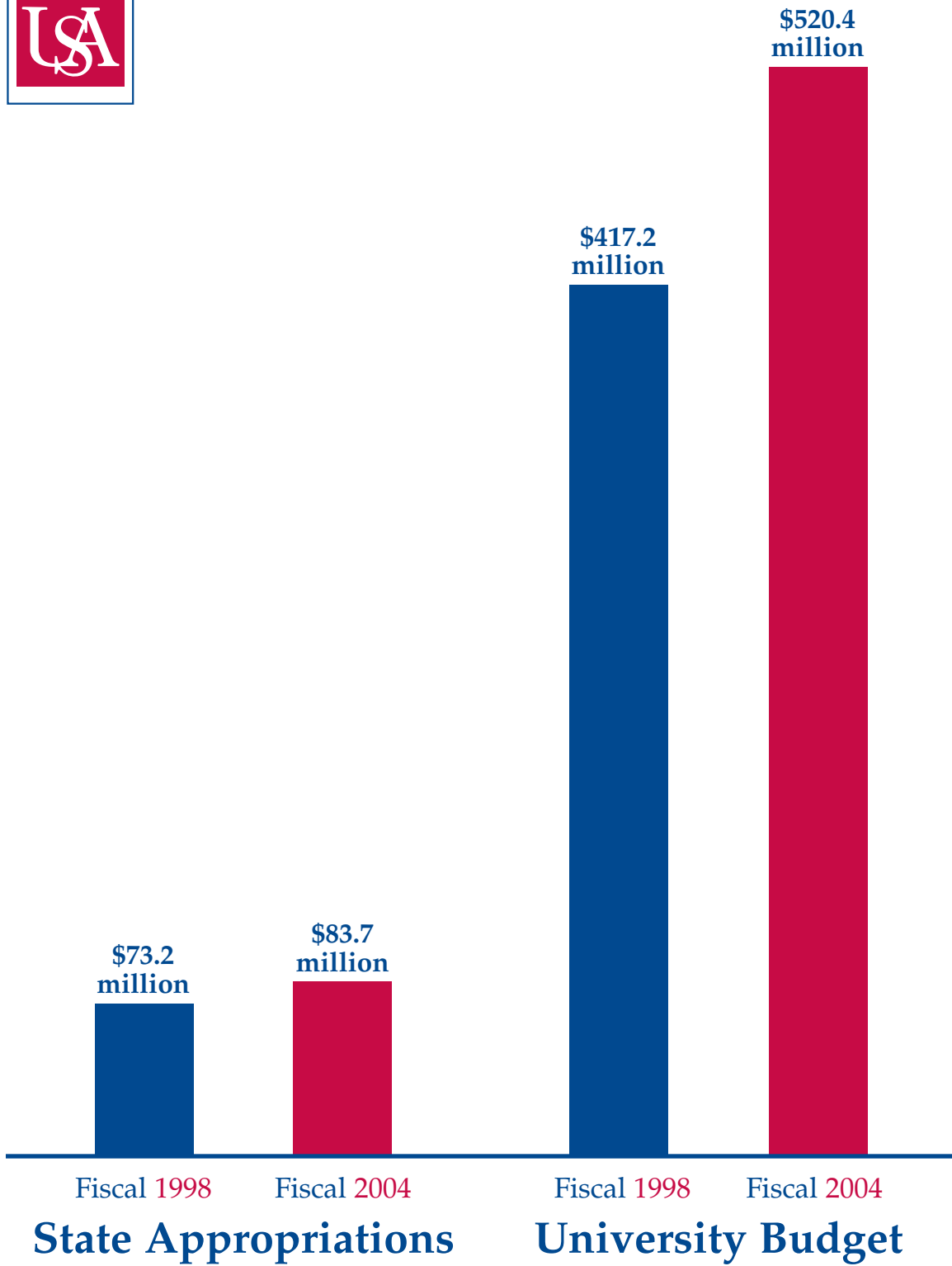
- Created the USA Cancer Research Institute, the largest single research effort in USA history. An internationally prominent director was successfully recruited, along with key senior scientists. Other accomplishments include creation of a facility construction plan, securing of equipment including the linear accelerator and PET/CT, and creation of a \$65 million budget and funding plan for the Institute's first five years of operation.
- Created the USA Center for Lung Biology through medical quasi-endowment funds and a \$6.6 million project grant, one of the largest in USA history.
- USA has returned its physician practice and hospitals to financial strength following mounting losses in the middle to late 1990s. The Health Services Foundation, USA's physician practice group, has returned to balanced budgets after losing \$17 million in the four-year period ending in 1998.
- Vice President for Medical Affairs Dr. Robert Kreisberg was hired after the untimely death of Dr. Charles Baugh.
- USA continued to be a significant provider of care to the community, with patient visits to USA's doctors and hospitals now occurring more than 250,000 times per year.
- Amid a challenging financial climate in health care, USA hospitals continued to provide the region with unique and important medical services, including SouthFlite emergency medical helicopter, kidney transplant, burn care, neonatal intensive care, high level trauma, long term acute care, emergency medicine at all three hospitals, and many others.
- USA's Children's and Women's Hospital continues to be the birthplace of more babies than any other hospital in Mobile, as well as providing pediatric intensive care, pediatric sub-specialties, and the only high risk obstetrical care and neonatal intensive care unit in the region.
- USA's Health System has been reorganized to locate its physicians closer to the hospitals housing their respective specialties, improving efficiency and patient satisfaction.
- Health System facilities have been improved, including the renovation of Knollwood Pavilion, home to Gastrointestinal Medicine, the Heart Station, and other clinical facilities. USA has purchased the former Alabama Orthopaedic building near Knollwood Hospital to enable more of USA's physicians to practice near the hospital.

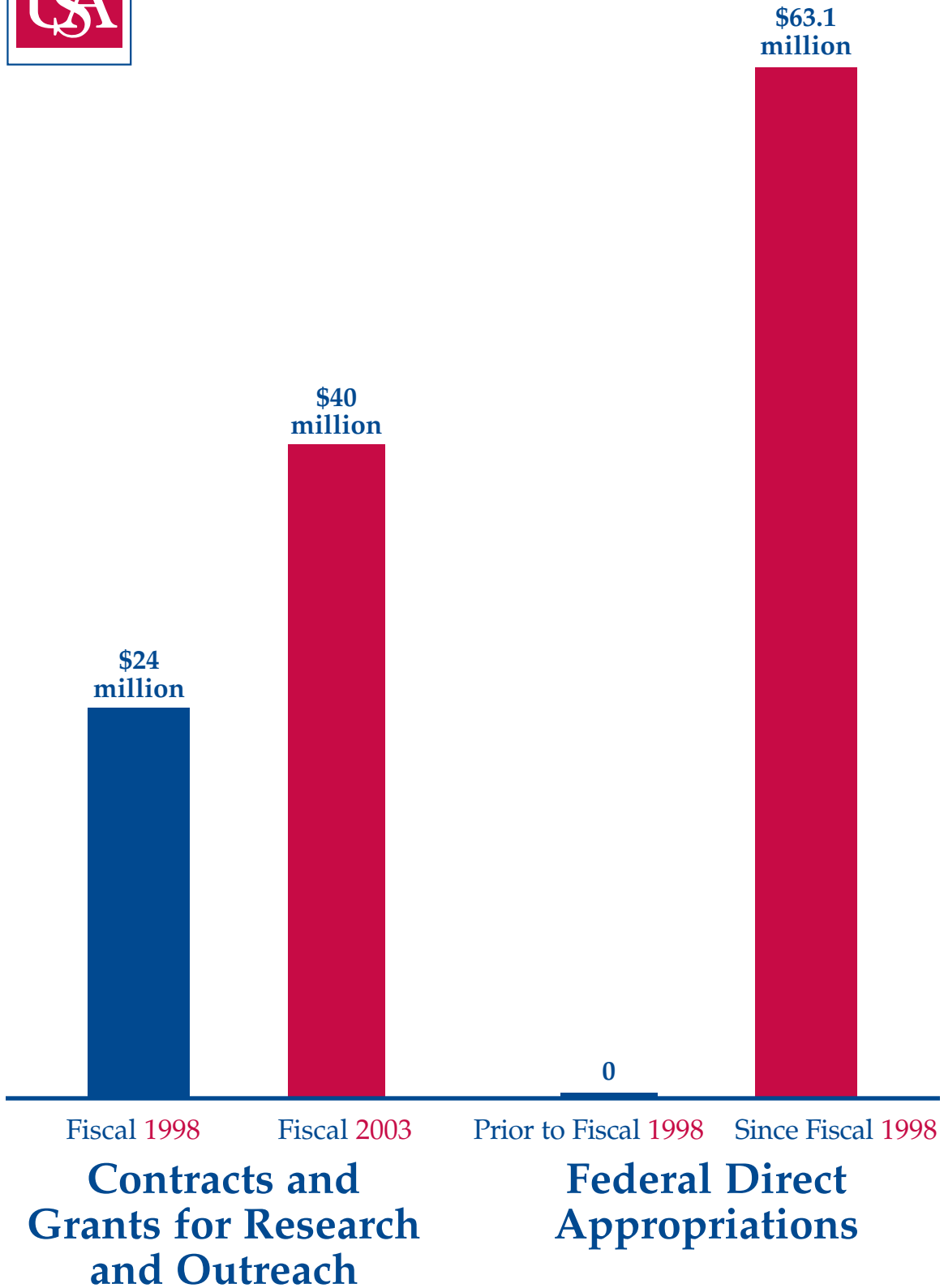
- USA has held fast to its service mission, providing more than \$40 million per year in physician and hospital care, on an actual cost basis, to the medically indigent in the Mobile area. This represents patient care of more than \$200 million over the past five years, more than all other area hospitals combined.
- USA has improved its ability to recruit top physicians by integrating its physicians fully into the state teacher retirement plan. Previously, only a fraction of each physician's salary was covered under the pension plan.
- College of Medicine extramural contract and grant funding up from \$18 million in 1998 to \$22.9 million in fiscal 2003.
- USA Center for Lung Biology created by \$3 million from medical quasi-endowment and a \$6.6 million federal grant, one of the largest in USA history.
- College of Medicine successfully re-accredited by the Liaison Committee on Medical Education.
- USA Children's Park created.
- USA created the Center for Healthy Communities to find innovative solutions for providing health care to the medically underserved, including minorities.
- The Center for Emerging Health Technologies was created to expand medical technology and apply it where it is most needed. USA created the Telemedicine program to provide rural areas with better access to advanced medical care.
- A marketing and business plan has been created and staff assembled to identify new streams to business to help insure future economic success of USA's hospitals and physician practice. USA has secured group contract business through this system, including a preferred provider arrangement with Mobile County government employees.
- New leadership has been named in critical medical areas, including department chairs Dr. Kathy B. Porter in Obstetrics/Gynecology, Dr. Joseph LoCicero in Surgery, Dr. Fred Meyer in Orthopaedic Surgery, Dr. John Bass in Internal Medicine, Dr. Tom Lincoln in Physiology, and Dr. Glen Wilson in Cell Biology and Neuroscience. Others include Stan Hammack as associate vice president for hospital affairs; Dr. Richard Teplick as hospital chief of staff; Dr. Johnson Haynes as director of the USA Comprehensive Sickle Cell Center; Dr. Troy Stevens as director of the USA Center for Lung Biology; Dr. Velma Scantlebury as transplant director; and Dr. Michael Boyd as director of the USA Cancer Research Institute.
- Health Services Foundation management functions have been further professionalized and formalized, including central financial, resource, and organizational management, marketing and business development, facilities planning, and others.

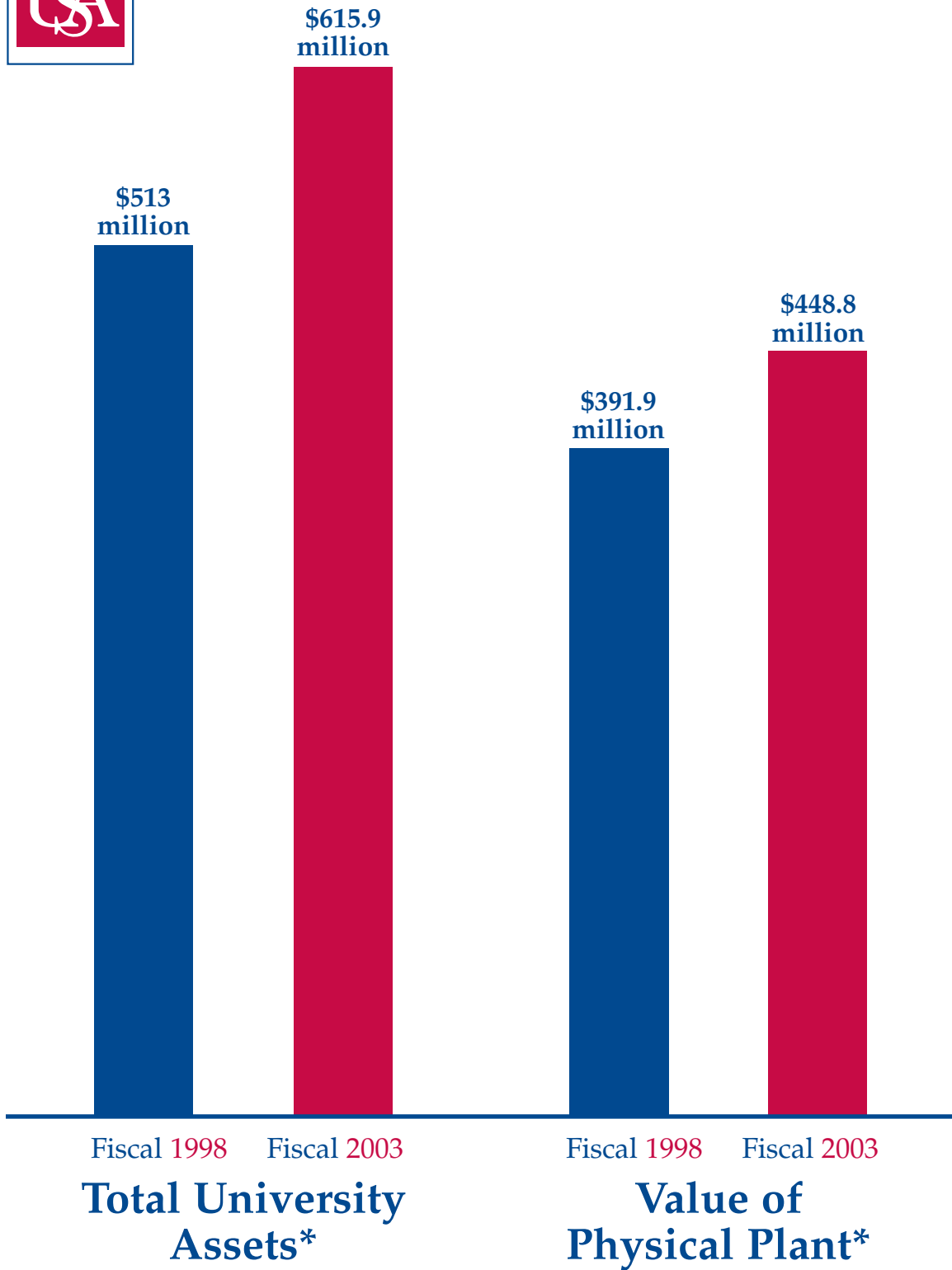
- New hospital information system implemented.
- USA Comprehensive Diabetic Foot Care Clinic created in Allied Health Professions to combat amputations and lower extremity damage in diabetics.

Challenges:

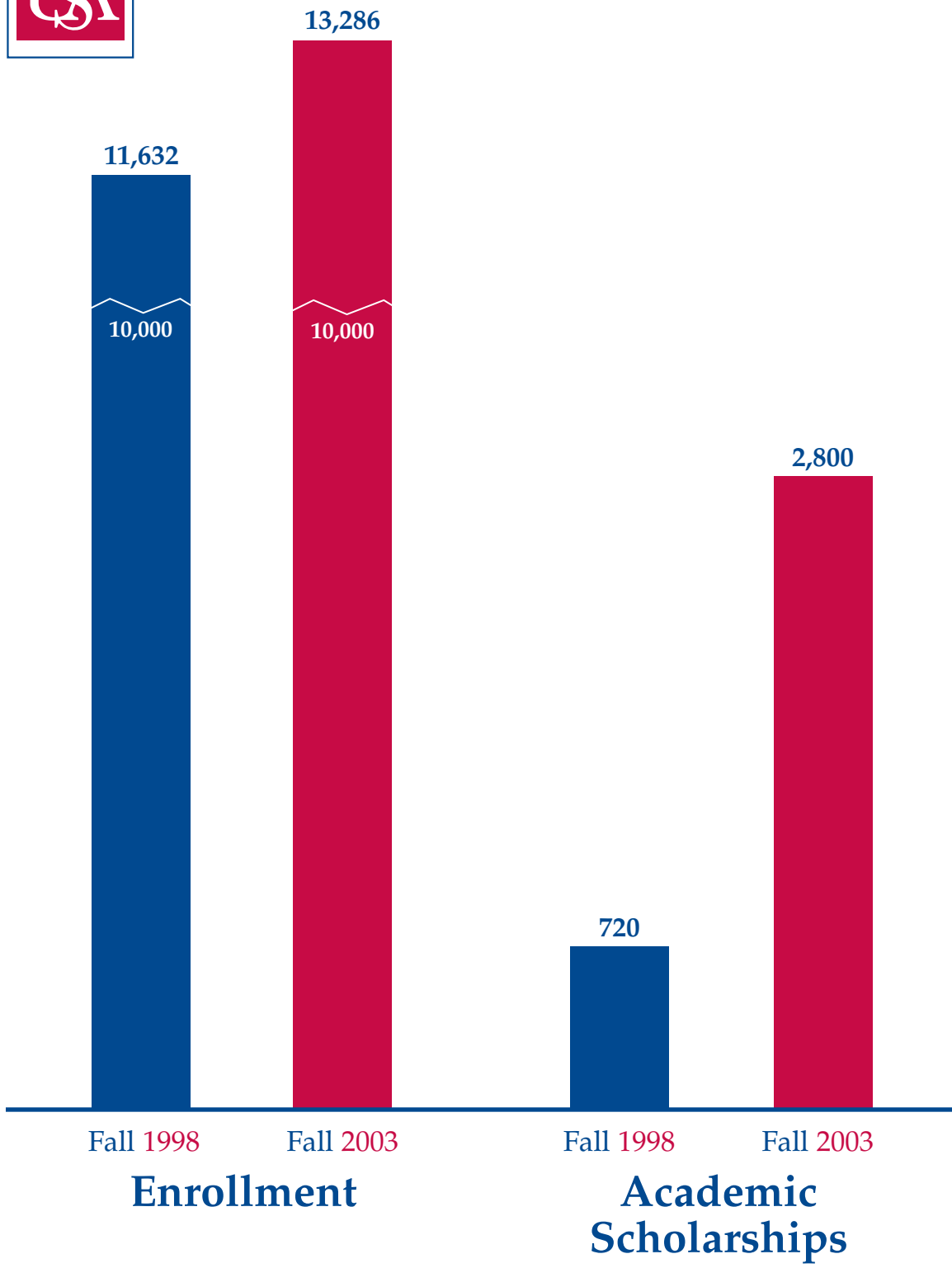
- Maintain financial balance when simultaneously dealing with an ever-changing health care environment.
- Continue to sustain a range of unique health care offerings that would not otherwise be available in the community.
- Continue to address the challenging balancing act of supporting an inordinate amount of uncompensated care in the community.
- Continue with positive momentum and growth in external funding for research and health care initiatives, including the USA Cancer Research Institute, the Center for Lung Biology, and the ongoing research activities of the basic and clinical departments of the College of Medicine.
- Insure that in the face of the above challenges the academic quality of the College of Medicine is maintained.

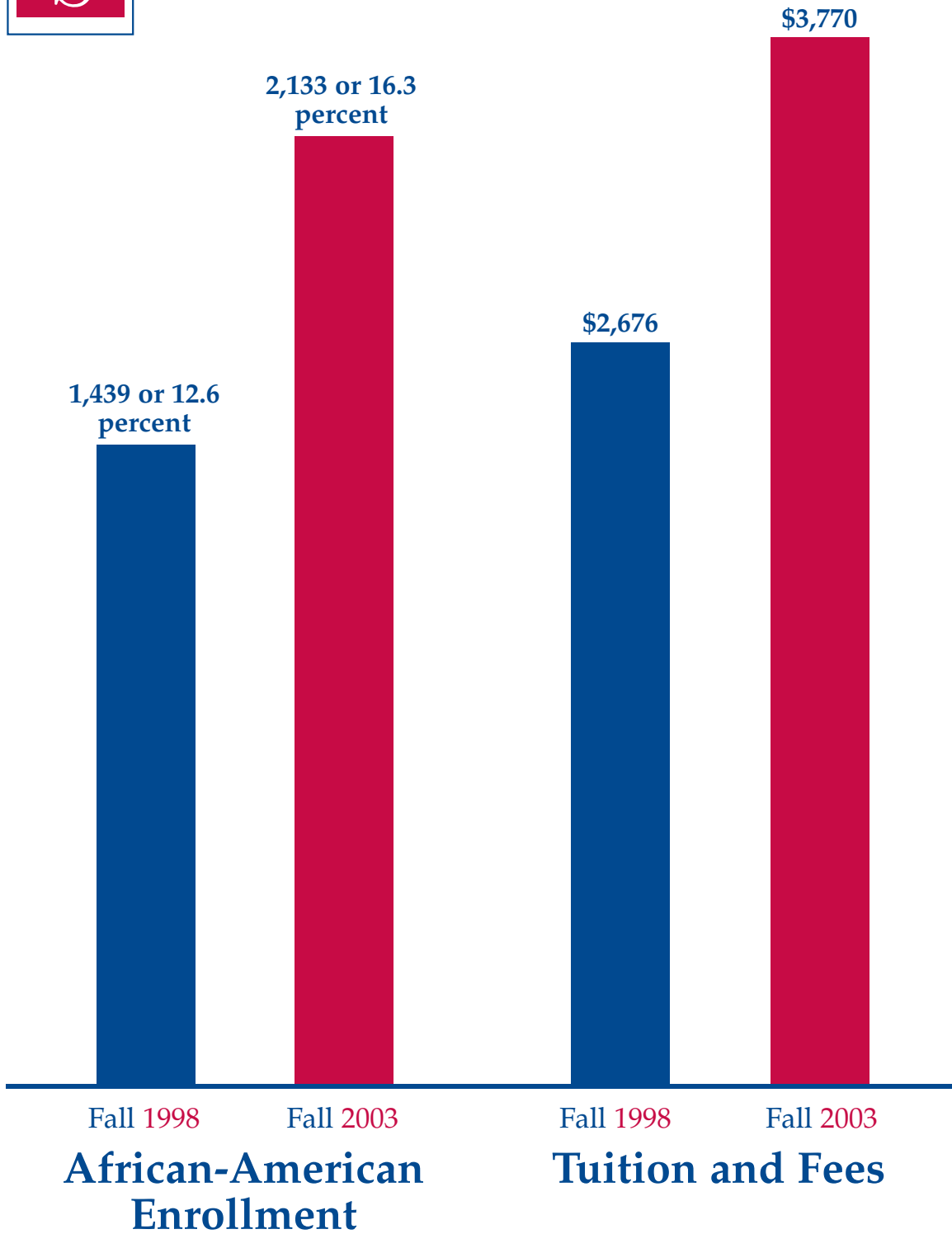


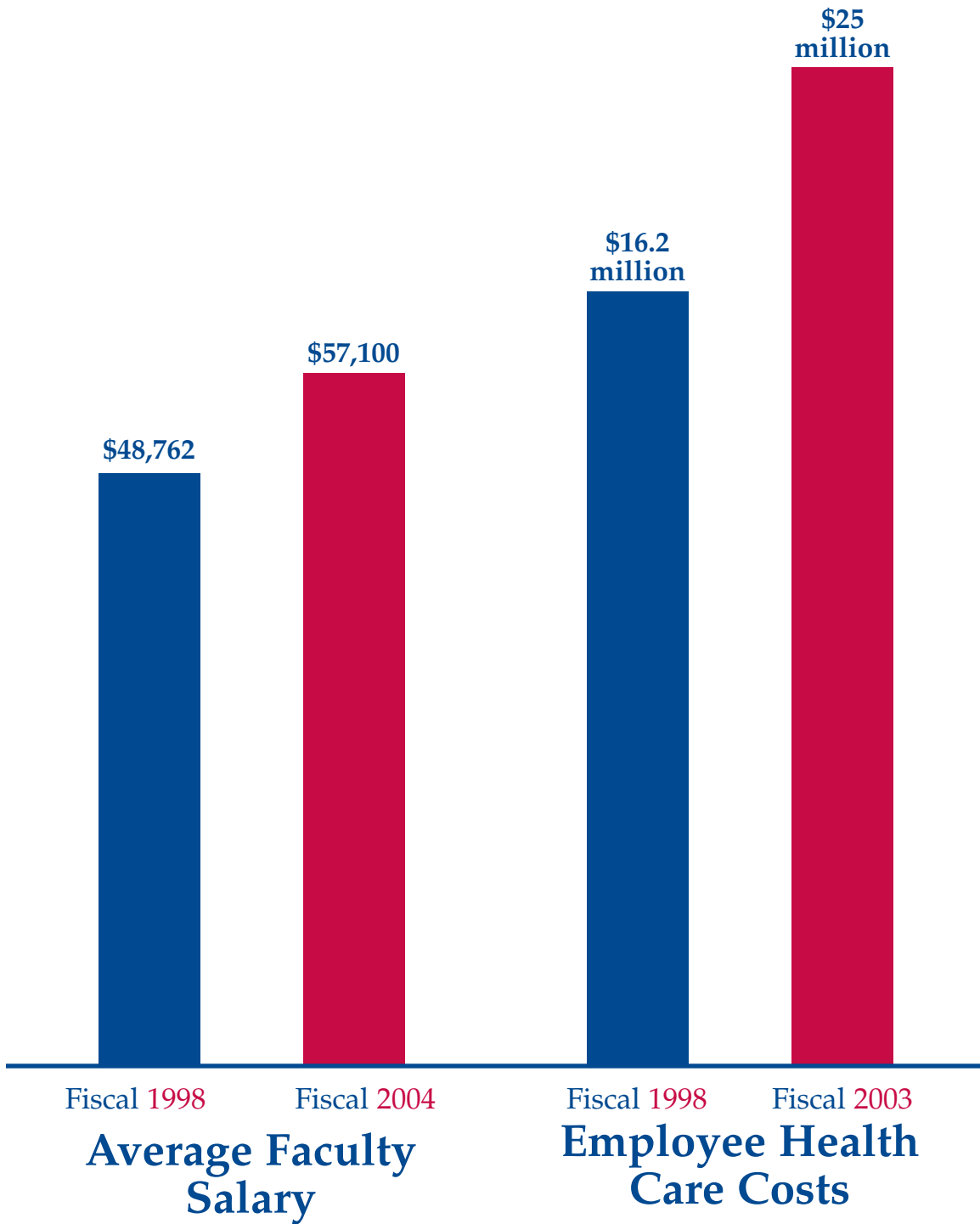


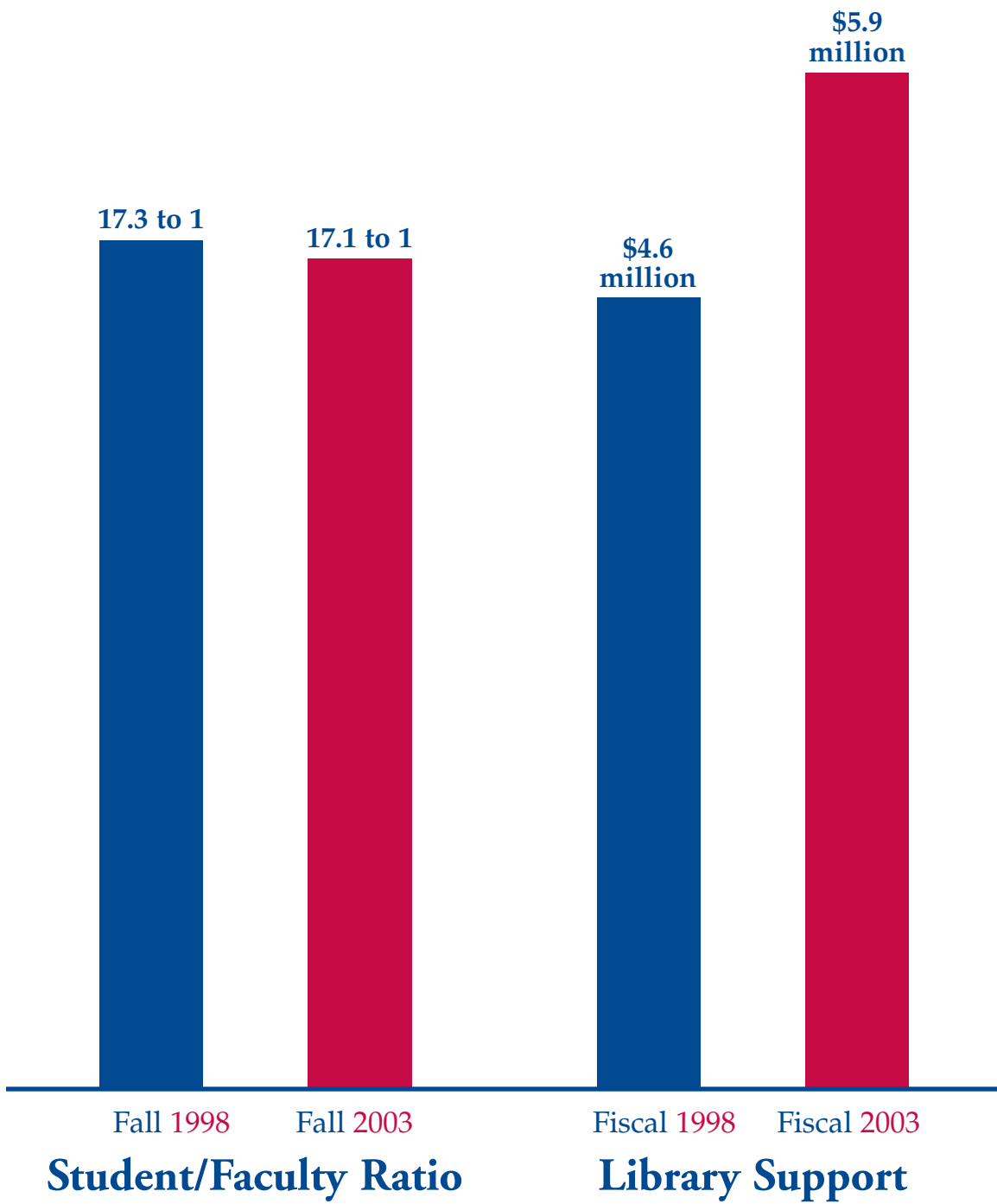


*excludes depreciation











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