

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES MEETING**

**May 4, 2001
10:00 a.m.**

The Annual Meeting of the University of South Alabama Board of Trustees was duly convened by Mr. Jack R. Brunson, Chair Pro Tempore, on Friday, May 4, 2001, at 10:20 a.m. in the Board Room of the Frederick P. Whiddon Administration Building.

- Members Present:** Trustees Jack Brunson, Ken Kvalheim, Larry Langford, Bettye Maye, Max McLaughlin, Mayer Mitchell, James Nix, Stephen Stokes, Larry Striplin, Herman Thomas, and Charles Woods.
- Members Absent:** Trustees Otha Lee Biggs, Don Langham, Pat Lindsey, Ed Richardson, and Don Siegelman.
- University Administration:** President Gordon Moulton; Drs. Dale Adams, Pat Covey, Robert Kreisberg, and Robert Shearer; Messrs. Stan Hammack, Wayne Davis, and Steve Simmons; and Mss. Gilda Hodges and Jean Tucker.
- Guests:** Drs. Robert Bracken and Dan Rogers (Faculty Senate), John Friedl, and David Stearns; Messrs. Keith Ayers, David Blough, Arthur Carlton, Brad Christensen, Steve Clements, Thomas Doster and John Stivender (Doster Construction), Paul Taylor, Scott Weldon, and Al Yeager; and Mss. Monica Curtis, Sally Murray, and Margaret Sullivan.
- Press:** Messrs. Bob Lowry and Courtland Richards (USA), Randy Lowe (WKRK), Brad Gunther (WALA), Anthony Amey, Pat Greenwood, and Ted Mosley, (WPMI); and William Rabb (Mobile Register); and Mss. Beth Anderson (Vanguard), Carolyn Mardos (WALA), Rhoda Pickett and Kate Reali (Mobile Register), Tumeshia Hassel (WPMI), and Margaret Turner (Certified Court Reporter).

Chairman Brunson called the meeting to order and Mayor Langford delivered the invocation. Mr. Brunson requested approval of the revised agenda. Mayor Langford moved approval. Mayor Nix seconded and the amended agenda was unanimously adopted.

Mr. Brunson called for consideration of **ITEM 1**, the revised minutes of the February 22, 2001, meeting of the USA Board of Trustees. Mr. Striplin moved approval. Mayor Langford seconded and the revised minutes were unanimously approved.

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President Moulton presented **ITEM 2**, the President's Report. He encouraged attendance at Commencement Activities scheduled on May 5. He commented that 1,151 degrees would be conferred, bringing the year's total to 2,110 and the overall headcount of USA alumni to 47,209.

Mr. Brunson addressed **ITEM 3**, a resolution to adopt the dates September 6 and December 6, 2001, and March 7 and June 6, 2002, for regular meetings of the USA Board of Trustees for the coming year (refer to APPENDIX A for copies of all resolutions). Further, it establishes the Annual Meeting to be held on June 6, 2002. President Moulton commented that the proposed schedule varied from that of the current year in that the span of time between each meeting would be equal. Mayor Langford moved approval. Ms. Maye seconded and **ITEM 3** was unanimously adopted.

Mr. Brunson initiated discussion of **ITEM 4**, a report of the Board's ad hoc committees. Concerning **ITEM 4, RESOLUTION 1**, a resolution to adopt the amended *Bylaws* of the USA Board of Trustees, he stated that changes were still being considered and that action on this item would be postponed until the next regular meeting on September 6, 2001. Language addressing voting rights issues was discussed. President Moulton reminded members of the requirement that notice of any revision to the *Bylaws* must be provided 30 days prior to adoption. He asked that additional suggestions for revision be submitted to Dr. Shearer for compilation into a draft to be forwarded to the Bylaws Committee, chaired by Mayor Nix, for its consideration and a final recommendation to the Board of Trustees at its September 6 meeting.

Mr. Brunson asked President Moulton to address **ITEM 4, RESOLUTION 2**, which authorizes the President and the administration to implement the following actions with regard to football at the University: (1) to continue club football for two years using only funds generated for club football from student activity fees; (2) to continue assessing the community's willingness to provide financial support for intercollegiate, Division I-AA, non-scholarship football by encouraging appropriate fund-raising efforts through outside supporters or fund-raising independent of the University; (3) to explore the feasibility of upgrading club football if, following the 2002 season, the success of the program and initial fund-raising efforts suggest greater opportunities, provided that anticipated costs come from student activity fees and funds raised through ticket sales and external contributions; (4) to enhance, when possible, campus recreation and intramural sports opportunities; and (5) to defer Division I, scholarship football until a more propitious time. President Moulton called upon Dr. Adams, Chair of the Athletics Council, for a review of the Council's role in preparing its recommendation on football. Mr. Kvalheim thanked the Athletics Council for its work and invited everyone to attend the games and witness the enthusiasm of the team. Mr. Kvalheim moved approval. Judge Thomas seconded and **ITEM 4, RESOLUTION 2**, was unanimously approved.

Judge Thomas, Chair of the Committee to Develop a Long-Range Planning Process, moved approval of **ITEM 4, RESOLUTION 3**, which authorizes the adoption of the *Visions* document as the guide for University planning activities for the period of 2001 through 2006. Mr. Kvalheim seconded and **ITEM 4, RESOLUTION 3**, was unanimously approved.

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In the absence of Dr. McLaughlin, Chair of the Health Affairs Committee, Mr. Brunson presented **ITEM 5**, a resolution to adopt the Hospital's medical staff appointments and reappointments for the 1st quarter, 2001. Ms. Maye moved approval. Mayor Langford seconded and **ITEM 5** was unanimously approved. Mr. Brunson acknowledged receipt by the Board of **ITEM 6**, a report of the USA Hospitals' Combined Medical Staff and Administrative Meeting for the 4th quarter, 2000, and the Medical Executive Reports for the 1st quarter, 2001.

President Moulton addressed **ITEM 7**, a resolution authorizing the President and/or the Vice President for Financial Affairs to make final reasonable offers to purchase the remaining two of the four physicians' condominiums at 1710 Center Street in order to demolish the complex, allowing better access to Children's and Women's Hospital. Further, it authorizes that action for eminent domain proceedings be initiated if the property owners reject the University's final bids for purchase. Mayor Nix moved approval. Ms. Maye seconded and **ITEM 7** was unanimously approved.

Ms. Margaret Sullivan was introduced to present **ITEM 8**, a report of the USA Cancer Institute. She detailed the progress made since the last report, stating that a vision blueprint had been adopted by the Cancer Steering Committee. She said that Phase II of the project had been implemented. As part of this stage, three task forces had been assigned -- a Clinical Services and Clinical Research Task Force, a Basic/Translational Science Task Force, and a Cancer Institute Director Search Committee. She discussed task force membership and said that significant opportunities would become available for the University to pursue when NCI-designation can be established. Following the presentation, she responded to questions.

Mr. Brunson asked for a report of the Endowment Committee, **ITEM 9**. Mr. Mitchell, Committee Chair, said that, at its meeting on May 3, Endowment Committee members heard annual reports from representatives of investment management firms Commonfund and Trusco Capital Management, who concurred that the University should continue with its current endowment allocation strategy. He reported a slight overall increase since inception one year prior.

Mr. Brunson called for a report of the Budget and Finance Committee. Mr. Kvalheim, Committee Chair, noted receipt of **ITEM 10**, the University's Financial Statements for January and February, 2001.

Mr. Kvalheim called upon President Moulton for an update on proration. President Moulton reminded the Board of the shortfall in revenues statewide which could result in an 11.2 percent reduction of higher education's appropriation for 2000-01. The University stands to lose \$9.4 million of its original appropriation. Adding to USA's difficulty is that the entire reduction must be withheld throughout only the remainder of this budget year, a period of approximately four months.

President Moulton provided a brief account of the events having transpired since proration had been announced and stated that the legal case is now before the Supreme Court. He emphasized that the

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current year's appropriation is less than that of seven years ago and discussed the measures the University would take to meet the funding shortfall.

Following President Moulton's comments on proration, Mr. Kvalheim announced that, at the Budget and Finance Committee meeting on May 3, members discussed a statement by Chairman Brunson to faculty and staff on behalf of the Board of Trustees, thanking them for making considerable sacrifices and agreeing to pool resources in order to meet the budget constraints for the remainder of 2000-01. He introduced **ITEM 10.A**, a resolution calling for the USA Foundation to designate a committee representative of its Board of Directors to meet and discuss issues related to proration with the USA Board's Budget and Finance Committee not later than May 21, 2001. He stated that, according to recent financial reports, the USA Foundation has provided greater assistance to the financially-languished PrimeHealth in recent years than it has to USA. He said that the University, now faced with meeting its mission without sufficient funding, needs the help of the USA Foundation. Trustees also serving on the USA Foundation Board were encouraged to express their support for a meeting. Mayor Langford moved approval. Mr. Mitchell seconded and **ITEM 10.A** was unanimously adopted.

Regarding consideration of amendments to USA's Land Sale and Lease Policy and Procedures, **ITEM 11**, Mr. Kvalheim said that this issue would be postponed for the present time.

Mr. Kvalheim presented **ITEM 12**, a resolution authorizing the President to conclude a contract with Doster Construction Company, Inc., for construction management services for the University Library for completion of the renovation and addition project and to proceed with issuing and accepting construction contracts and subcontracts, provided that the total project cost does not exceed \$8 million. Messrs. Thomas Doster and John Stivender of Doster Construction were introduced. Mayor Langford moved approval. Mr. Striplin seconded and **ITEM 12** was unanimously approved.

Mr. Brunson called for a report of the Academic and Student Affairs Committee. Mayor Nix, Committee Chair, and Dr. Covey presented **ITEM 13**, a resolution granting tenure and/or promotion to University faculty as listed to be effective on August 15, 2001. Further, it grants tenure and/or promotion to College of Medicine faculty as listed to be effective September 1, 2001. Mr. Mitchell moved approval. Mayor Langford seconded and **ITEM 13** was unanimously approved.

Mayor Nix introduced **ITEM 14**, a resolution allowing that Faculty Service and Development Awards be granted to those faculty listed for the 2001-02 academic year. Mayor Langford moved approval. Ms. Maye seconded and **ITEM 14** was unanimously approved.

Mayor Nix moved approval of **ITEM 15**, a resolution conveying to retired faculty member Ms. Joan Wilhite the rank of Professor Emeritus, and expressing the Board's deep appreciation for her extraordinary accomplishments and dedicated service to the University. Ms. Maye seconded and **ITEM 15** was unanimously approved.

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Mr. Brunson initiated consideration of **ITEM 16**, the Election of Officers. Mayor Langford entered a motion to leave the existing officers in place and delay action on this item until the state legislature has had the opportunity to confirm the Governor's recommendations for appointments to the Board of Trustees. Judge Thomas seconded. Discussion followed.

Ms. Tucker stated that the Board's *Bylaws* stipulate the election is to be held at the Annual Meeting of the Board. Mayor Langford amended his original motion such that the Annual Meeting be recessed until after confirmations are delivered and then reconvened to take up **ITEM 16**, the Election of Officers. Judge Thomas seconded. Mr. Kvalheim suggested amending the motion such that ample notice would be given in advance of the reconvened meeting. A roll call vote was recorded as follows:

AYES:

Mayor Langford
 Ms. Maye
 Judge Thomas

ABSTENTIONS:

Mr. Brunson	Mayor Nix
Mr. Foshee	Dr. Stokes
Mr. Kvalheim	Mr. Striplin
Mr. Mitchell	Judge Woods

The motion offered by Mayor Langford carried with three (3) Board members voting in favor of delaying the Election of Officers until the Annual Meeting is reconvened following the close of the regular session of the legislature, with eight (8) Board members abstaining.

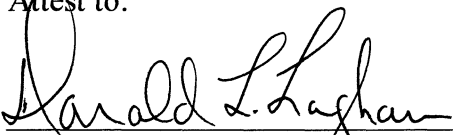
Mayor Langford voiced his disappointment with the implications of the voting results. Messrs. Foshee and Mitchell stated they would like the opportunity to change their votes. Mr. Mitchell agreed that a vote undivided would be in the best interest of all. Upon determination of the correct method for reconsidering a vote, Mayor Langford moved for reconsideration of the vote. Ms. Maye seconded and the Board unanimously voted to reconsider the Board's initial vote.


Mr. Brunson called for a vote and Mayor Langford reentered his motion that the Annual Meeting be recessed for the present time and reconvened to take up the Election of Officers after the close of the regular legislative session. Ms. Maye seconded and the Board cast a unanimous vote to recess the Annual Meeting and to reconvene for considering the Election of Officers, **ITEM 16**.

There being no further business, the meeting recessed at 11:30 a.m.

Respectfully Submitted:

Attest to:


 Donald L. Langham, Secretary


 Jack R. Brunson, Chair Pro Tempore

1303

1305

RESOLUTION

BOARD MEETINGS SCHEDULE FOR 2000-2001

WHEREAS, Article II, Section 1, of the Bylaws provides that the Board shall schedule annually, in advance, regular meetings of the Board to be held during the ensuing year, and may designate one of such meetings as the annual meeting of the Board,

THEREFORE, BE IT RESOLVED that the regular meetings of the University of South Alabama Board of Trustees shall be held on the following dates:

September 6, 2001

December 6, 2001

March 7, 2002

June 6, 2002

FURTHER, BE IT RESOLVED that the date of June 6, 2002, be designated as the annual meeting of the University of South Alabama Board of Trustees for 2001-2002.

RESOLUTION
REPORT AND RECOMMENDATIONS ON FOOTBALL

WHEREAS, in response to interest expressed by students, alumni, and other supporters of the University, both internal and external, consulting firms have conducted feasibility and marketing studies regarding the implementation of intercollegiate football at USA, and

WHEREAS, the Board of Trustees referred said studies to the University Athletic Council for review and recommendations, and

WHEREAS, at its meeting on April 2, 2001, the Athletic Council - after extensive evaluation and discussion of these studies, a report from the Faculty Senate, and other information pertinent to the feasibility of beginning a football program at USA - unanimously passed a resolution containing certain recommendations to the President and to the Board, a copy of which is attached hereto, and

WHEREAS, due regard must be given to the difficult present and future challenges facing the University of South Alabama, as well as other higher education institutions in Alabama, due to proration, continuing uncertainty over state funding, and limited institutional resources, and

WHEREAS, the Student Government Association, in the interest of enhancing campus life for students, has endorsed the continuation of club football and has expressed its willingness to designate \$75,000.00 per year from student athletic fees to support club football, and

WHEREAS, mindful of its stewardship responsibilities, the highest priority of the Board must always be the preservation and enhancement of the University's academic programs, and

WHEREAS, it is the intention of the Board that no University funds be applied toward football other than those designated by the Student Government Association from student activity fees and monies that might be generated by fundraising efforts undertaken by outside supporters or fundraisers independent of the University, and

WHEREAS, there has been abundant opportunity for full discussion, debate, and deliberation among the constituencies of the University and in the local community on the subject of competitive football, and

WHEREAS, after consideration of the recommendations of the Athletic Council and the President and all available information regarding the feasibility of beginning a football program, the

Board deems it in the best interest of the University to proceed in a deliberate fashion with ongoing assessment,

NOW, THEREFORE BE IT RESOLVED, the Board of Trustees authorizes the President and other appropriate University officials to implement the following actions regarding football:

- 1) To continue club football, funded solely by monies generated through student activity fees and specifically designated for such use, for a period of two years;
- 2) To continue to assess community willingness to provide financial support for intercollegiate Division I-AA non-scholarship football by encouraging appropriate fundraising efforts through outside supporters or fundraising independent of the University;
- 3) After completion of the 2002 club football season, if the success of the club football program and initial fundraising efforts suggest greater opportunities, to explore the feasibility of upgrading the club football program to NCAA Division I-AA non-scholarship status and seeking appropriate conference affiliation; provided, however, that the anticipated costs of Division I-AA non-scholarship football and any additional intercollegiate athletic program additions required for gender equity compliance would be covered by increases in student athletic fees, contingent upon a thorough survey of student opinion and a favorable vote of the Student Government Association, and funds raised through ticket sales and external contributions;
- 4) To enhance, when and where possible, campus recreation and intramural sports opportunities for current and future USA students;
- 5) To defer consideration of Division I scholarship football until a more propitious time in the future;

BE IT FURTHER RESOLVED, that no University funds be applied toward football other than those so designated by the Student Government Association from student activity fees and monies that might be generated by fundraising efforts undertaken by outside supporters or fundraisers independent of the University.

RESOLUTION**LONG-RANGE PLANNING COMMITTEE RECOMMENDATION**

WHEREAS, the Long-Range Planning Process Committee was established by a Resolution of the Board of Trustees on March 4, 1999, and

WHEREAS, the Committee was charged with recommending a planning process and identifying strategic goals for the University, and

WHEREAS, the Committee has met on several occasions to discuss strategic goals and features of the planning process, as well as to review ongoing planning activities, including the present University-wide committee structure and the work underway for the SACS reaccreditation self-study, and

WHEREAS, at its meeting on February 9, 2001, the Committee endorsed and adopted a format for a proposed planning document as a means of carrying out the Board resolution on long-range planning, and

WHEREAS, the proposed planning document is intended to inform the University community and others of the institution's long-range strategic goals, planning assumptions, and strategic planning process, and

WHEREAS, the proposed planning document is designed to be used as a guide for divisions and departments of the University as they develop their annual goals and objectives over the next several years, and

WHEREAS, at a meeting on April 19, 2001, the Committee approved the final draft of the proposed planning document entitled, *Visions*, (copy attached) and recommends the document for approval by the Board of Trustees,

THEREFORE, BE IT RESOLVED that the *Visions* document is adopted as the guide for University planning activities for the period of 2001 through 2006.

VISIONS

Strategies for Realizing Shared Visions of
The University of South Alabama

2000-01 through 2005-06



*The University of South Alabama
Long-Range Planning Committee
April 2001*

Visions

Strategies for Realizing Shared Visions of The University of South Alabama

2000-01 through 2005-06

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Visions

Strategic Goals for the University of South Alabama

In a speech to the General Faculty Meeting in the Spring of 1999, President V. Gordon Moulton addressed five areas of strategic development in which he challenged the members of the University community to work cooperatively toward a shared vision of the institution. Those five strategic goals were endorsed by the University Long-Range Planning Committee in October 1999, and were adopted by the Board of Trustees in December 1999.

1. Continue to build the academic quality of the University and improve the learning environment on the campus.
2. Build on the quality of student life and the overall campus atmosphere.
3. Reinforce and improve the public image of the institution
4. Improve public and private financial support of the University.
5. Improve University planning, budgeting, and assessment processes.

This document sets forth strategic objectives related to each of the five goals adopted by the Board of Trustees, as well as assumptions about the University's environment that are likely to influence achievement of those goals. It also describes the structure and processes that will guide planning activities across the University and whereby attainment of the strategic objectives will be evaluated during the planning period.

Visions

Strategies for Realizing Shared Visions of
The University of South Alabama

2000-01 through 2005-06

The University Planning Process

Pursuant to recommendations resulting from the 1992 Self-Study for reaffirmation of the University's accreditation by the Southern Association of Colleges and Schools, the institution's first formal planning structure was established in 1994. It comprised a Joint Planning Council, chaired by the Senior Vice President for Academic Affairs, and two subordinate panels, the University Planning Committee and the Medical Affairs Planning Committee. The Joint Planning Council adopted planning assumptions, areas of strategic emphasis, and procedures for internal review of proposals for new academic programs recommended by the subordinate committees. The Council also created a committee to review the Mission Statement and make recommendations for revisions. The revised University Mission Statement was adopted by the Board of Trustees in June 1995.

Subsequent to the change in the University's administration in July 1998, it was recognized that institutional planning processes would benefit from a new approach that would provide for broader representation of faculty, staff, students, trustees, alumni, and community representatives in charting a vision for the University. It was also recognized that within the parameters of the Mission Statement and major strategic goals, the planning process should provide flexibility to respond to the dynamic nature of the institution's environment and encourage creativity among those responsible for managing and sustaining the day-to-day operations of the institution.

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*A Resolution of the Board of Trustees establishing the University Long-Range Planning Committee was adopted on March 4, 1999. The Resolution authorized the President to coordinate with the Chair of the Long-Range Planning Committee of the Board to establish a central planning committee and a long-range planning process. The Resolution set forth the charge to develop a collective, long-term vision for the University and a comprehensive planning process that would include all areas and functions of the institution.*

*In his presentation to the General Faculty Meeting in the Spring term of 1999, President V. Gordon Moulton addressed five areas of strategic development in which he challenged the members of the University community to work together toward a shared vision of the institution. Those five long-range, strategic goals were endorsed by the Long-Range Planning Committee in October 1999, and were adopted by the Board of Trustees in December 1999. The goals are:*

- 1. Continue to build the academic quality of the University and improve the learning environment on the campus.*
  - 2. Build on the quality of student life and the overall campus atmosphere.*
  - 3. Reinforce and improve the public image of the institution*
  - 4. Improve public and private financial support of the University.*
  - 5. Improve University planning, budgeting, and assessment processes.*
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These five long-term goals, strategic objectives described in this document, and planning assumptions adopted by the Long-Range Planning Committee will guide – and will be used to evaluate – planning and planning outcomes at all levels within the University. As directed by the President, each division will prepare an annual statement of goals and objectives that describes activities to achieve progress toward the institution’s broad strategic goals and objectives for the planning period set forth in the following sections of this document. Each annual statement will describe the methods and outcomes measures that will be employed to assess the achievement of the division’s objectives. The head of each academic or administrative division is encouraged to establish specific operational objectives for each department or program within the division, relating those objectives to the Mission Statement, the institution’s strategic goals, and the objectives adopted by the Long-Range Planning Committee.

Each annual statement will include a description of the division’s accomplishments in support of achievement of the institution’s strategic goals and objectives. The annual progress statements will be consolidated into a report – titled Realizations – to the Long-Range Planning Committee and to the Board of Trustees. The report will be published and will be available to all members of the University Community.

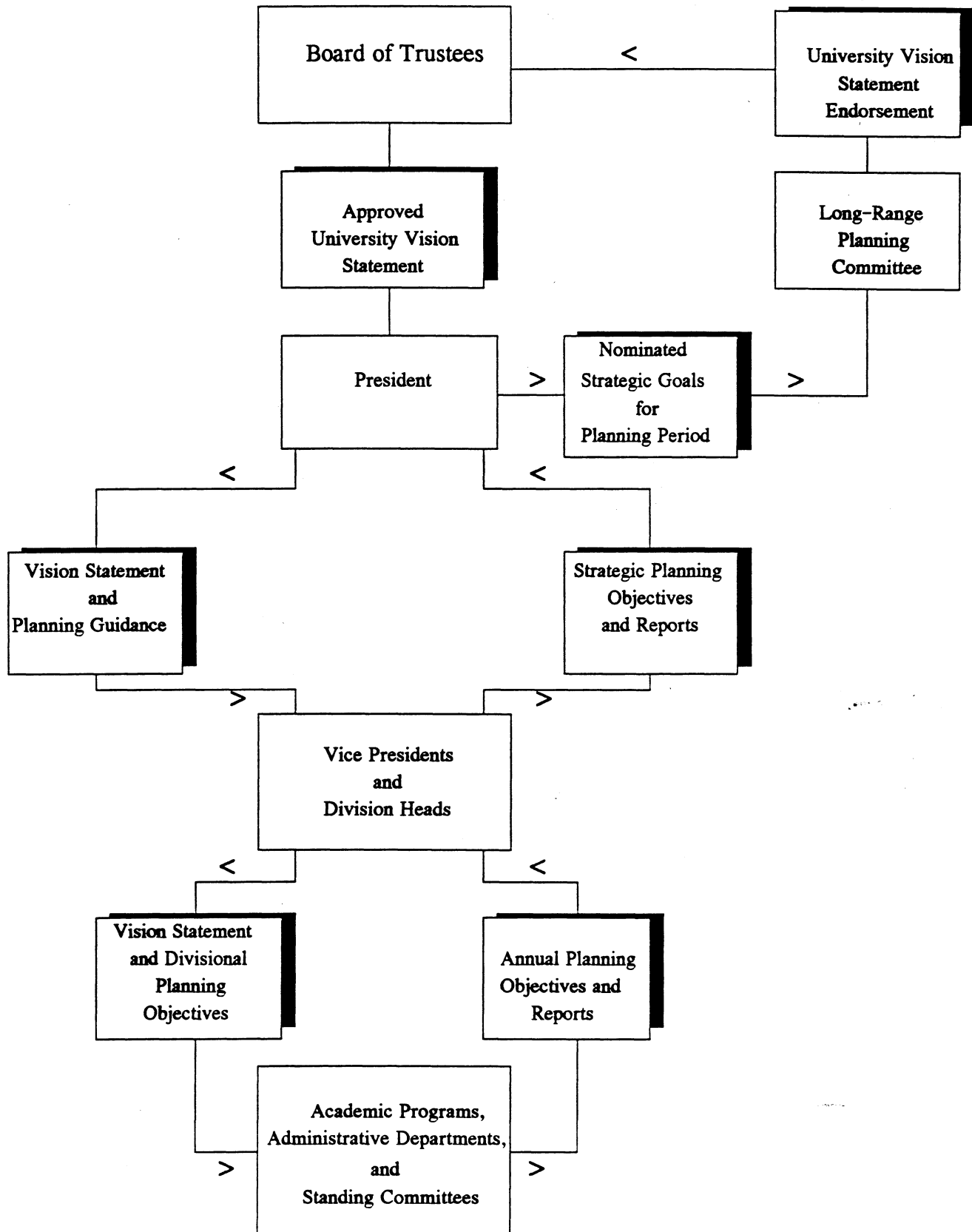
The Office of Institutional Research and Planning is responsible for assisting the University’s departments and divisions in the planning process, including broad dissemination of the institutional goals and objectives statements, information support for planning and management, consultation on appropriate measures for assessing effectiveness and outcomes, and analyses of trends that may affect the planning assumptions.

The structure of the University planning process and the flow of planning guidance and documents is depicted on the following page.

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*The University of South Alabama*

## Strategic Planning Structure



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## *Visions*

Strategies for Realizing Shared Visions of  
The University of South Alabama

### *The University Long-Range Planning Committee*

*Hon. Herman Thomas*  
Vice Chair, USA Board of Trustees  
Co-Chair

*Dr. Dale T. Adams*  
Vice President, Student Affairs

*Dr. Pat C. Covey*  
Senior Vice President, Academic Affairs

*Dr. Paul Dagenais*  
Faculty Senate

*Hon. E. Crum Foshee*  
Board of Trustees

*Hon. Sam Jones*  
Mobile County Commissioner

*Mr. Kenneth Kvalheim*  
Board of Trustees

*Ms. Betty R. Maye*  
Board of Trustees

*Dr. Daniel Rogers*  
Chair, USA Faculty Senate

*Mr. Alfred H. Yeager*  
Assistant Vice President  
Institutional Research and Planning

*Mr. V. Gordon Moulton*  
University President  
Co-Chair

*Mr. Frank Brown*  
Alumni Association Representative

*Mr. Chris Crayton*  
African American Student Association

*Mr. M. Wayne Davis*  
Vice President, Financial Affairs

*Ms. Emily Hebert*  
Student Government Association

*Dr. Robert Kreisberg*  
Vice President, Medical Affairs

*Mr. Elliot Maisel*  
Community Representative

*Dr. Mike Nettles*  
Community Representative

*Mr. Charles Story*  
Industry Representative

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**THE UNIVERSITY OF SOUTH ALABAMA  
LONG-RANGE PLANNING STEERING COMMITTEE**



**VISION AND COMMITMENT STATEMENT**

Our Vision and Commitment is to develop a nationally-acclaimed University by achieving and maintaining excellence in academic programs, student services, student success, community service, health care, and generation of new knowledge. In this spirit, we are committed to working cooperatively toward our vision and the following strategic goals:

- > Build the quality and improve the learning environment of the University.
- > Improve the quality of student life and the overall campus atmosphere.
- > Enhance diversity among students, faculty, and staff, and evince a commitment to multiculturalism.
- > Reinforce and improve the public image of the University.
- > Enhance public and private financial support for the University.
- > Facilitate the University's planning, budgeting, and assessment processes.

We agree to work together with integrity, trust, respect, professionalism, and open communications to achieve our strategic goals. In doing so, we recognize the importance of maintaining an appropriate balance among the education, health, research, and public service missions of the University. We will continue to be a source of expertise and will play a larger leadership role in our community.

## Visions

### The University Mission Statement

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*The University's current Mission Statement was adopted by the Board of Trustees in June 1995. The statement describes the purposes of the University's educational program, and its roles in research, public service and health care. The Mission Statement provides the foundation for the University's planning and evaluation processes.*

The University of South Alabama was chartered in 1963 by the State of Alabama as a comprehensive, coeducational institution of higher education. The University serves as a major center of high-quality and accessible undergraduate, graduate, and professional education for metropolitan Mobile, the State of Alabama, the Gulf Coast region, and the southeastern United States. The University mission actively embraces the functions of teaching, research, public service, and health care through which it pursues the preservation, discovery, communication, and application of knowledge. As it grows and develops, the University will focus its strengths to produce programs of interdisciplinary excellence that address the special needs of the people it serves.

Undergraduate education is designed to promote the growth of the individual to think critically and analytically, to communicate effectively, to acquire information and apply it to problem-solving, and to understand the context of global complexity and diversity in which knowledge is applied. The University is committed to the education of the whole person - the creative person. To accomplish this, a wide range of curricular and co-curricular opportunities for students to expand their cultural, physical, and emotional awareness is provided. The University's environment must encourage and foster the qualities expected of leaders, such as integrity, service, stewardship, involvement, and respect for individuals, as well as an appreciation for diversity. Graduate education provides students with increasing levels of challenge

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and opportunities for independent investigation, creative achievement, the advancement of knowledge, and participation in traditional and new forms of scholarly activity in a broad range of discipline-based and inter-disciplinary programs. These programs will prepare students for new, as well as traditional, professional and academic careers.

Scholarship is an important aspect of the mission of the University and is the responsibility of every faculty member. The University of South Alabama will provide quality research and scholarly activity in all areas of its academic programs and community service activities, as illustrated by the work of its faculty in business, education, engineering, mathematics, science, fine arts, humanities, and health sciences. To advance scholarship, the University will provide appropriate instructional and investigative facilities within an atmosphere of academic freedom and shared governance.

Because of its location and commitment to the community, the University's academic health center is an important resource for accomplishing its mission. The University is dedicated to the education of physicians, health scientists, allied health professionals, and professional nurses who will provide the community and the region with the highest quality health care. To promote improved health care in its service region through research, teaching, and outreach programs, its hospitals and clinics will offer the latest scientific and medical technology possible.

The University is further dedicated to the promotion of lifelong learning and to the enhancement of access to education for a variety of individuals and communities. Thus, it will continue to develop programs that meet the needs of its evening, weekend, off-campus, and special program clients who seek both credit and non-credit learning experiences on campus and at the Brookley campus site. The USA-Baldwin County campus will provide degree programs and other learning opportunities required by the rapidly growing population in Baldwin County.

The University of South Alabama's programs of education, research, public service and health care are all founded upon the basis of a reciprocal relationship between the institution and the community it serves. Instruction, research, scholarship, public service, and health care that enhance the economic development of the State and improve the quality of life and health of its citizens are integral and essential parts of its mission as a comprehensive, metropolitan university.

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## *Visions*

Strategies for Realizing Shared Visions of  
The University of South Alabama

2000-01 through 2005-06

## *Planning Assumptions*

*Any organization as complex as a major, comprehensive institution of higher education faces a degree of uncertainty about the factors and forces – usually external to the organization – that may foster or impede the attainment of its strategic goals and objectives. The following pages describe assumptions about the University’s environment in four categories: economic trends, demographic trends, student characteristics, and higher education governance and coordination. These assumptions will be used to establish and adjust strategic objectives and annual planning activities. They will also guide the collection, analysis, and dissemination of information essential to the planning and evaluation processes.*



## *Planning Assumptions*

### **1. Economic Trends**

#### **1.1. State Funding for Higher Education**

- a. Alabama will continue to rely on income, sales, and other tax sources sensitive to economic fluctuations to fund education, and in the absence of new tax revenue measures, competition for Education Trust Fund dollars will remain intense.
- b. State funding for four-year institutions will remain constrained over the next five fiscal years. Operating appropriations will be subject to reductions, and state funding for special programs and projects will be difficult to secure.
- c. Allocation of state appropriations to the University will remain only tenuously related to the enrollment-based formulae used to develop funding standards; enrollment and program growth will continue to go unrecognized in allocation of state appropriations.
- d. The importance of tuition and fees as a source of operating revenues will increase, and funds from other than State sources will become increasingly important to the University's financial stability.

#### **1.2. Alabama's Economy**

- a. Per-capita and median family income in Alabama will remain below national and regional averages.
- b. The state's economy will continue its shift away from agriculture and agriculture-related industries toward service and manufacturing industries. Health care and health-related industries will continue to account for most of the growth in jobs during the next decade; employment opportunities for computer science and engineering professionals will continue at a high level.
- c. Technological advancements will continue to change the skills required in the majority of jobs. Employers will expect the workforce produced by colleges and universities to apply successfully communication, reading, problem solving, and communication and information management skills.
- d. A substantial investment of University resources will be required to respond to student demands for technology- and laboratory-oriented professional programs.
- e. Opportunities for University-industry partnerships in technology transfer and workforce skill development will increase.
- f. Assessment of student preparation, development of program and course goals, and appraisal of student learning outcomes will have to be expanded to ensure that graduates have the competencies and skills needed for success.

## 1. Economic Trends

(continued)

### 1.3 Contract and Grant Funding

- a. Opportunities for external funding from federal, state, and private contracts and grants will remain favorable, although competition will increase.
- b. Shifts may occur among sectors and levels of funding; while federal support may decrease slightly, contract and grant funding from private sources should continue to grow. Opportunities to secure Federal appropriations for specific programs or projects will increase.
- c. The shift toward private/industrial contract and grant sources to fund research and service will result in more emphasis on applied research, smaller awards, and increased requirements for University in-kind contributions than experienced in past federally funded categorical grant programs.
- d. The University will have new opportunities to expand relationships with business and private sources of contract and grant funding in the areas of partnerships, product development, and personnel training.
- e. New opportunities will occur for contracts with local governments and agencies to provide program development and training services, for cooperative research and service projects with nonprofit health and human services agencies.

## 2. Demographic Trends

- a. Growth in the population of the University's service area will be characterized by an increase in the median age of the population and increases in the proportions of ethnic and racial minorities.
- b. The number of students graduating from high school in Alabama will remain stable over the next decade.
- c. Baldwin County will remain one of the fastest-growing of Alabama's counties.
- d. The largest population cohort in the history of the United States will reach retirement age in the first decade of the twenty-first century.
- e. The University can expect moderate enrollment growth during the next decade.
- f. Enrollment of "non-traditional" students will continue to remain high and class scheduling and student service options for the older, employed student must continue to be improved.
- g. The increase in the retired population will offer new opportunities for education and service programs, such as gerontology and leisure services programs.
- h. The majority of the University's students will continue to be drawn from Mobile and Baldwin Counties, and the number of out-of-state students and international students will remain stable over the next decade.

### 3. Student Characteristics

- a. The proportion of women enrolled in higher education will continue to increase. Female students account for 56% of total U.S. college enrollment and for 59% of University enrollment.
- b. The number of older students attending college for the first time or returning for a second degree will continue to increase.
- c. In the absence of legislative mandates on public two-year college organization and tuition levels, larger numbers of first-time students will enroll in junior college programs rather than at four-year colleges and universities; transfer students will continue to comprise a large proportion of the University's first-time students.
- d. Reflecting changes in the population, cultural and ethnic diversity among students enrolling in higher education programs will increase.
- e. The number of institutions and private sector corporations offering courses and complete degree programs on the internet or through other distance education technologies will continue to increase.
- f. A significant enrollment of non-traditional students will require more flexibility in course offerings and class schedules to accommodate employed students.
- g. Demands for expanded student service programs such as child care, health services, career counseling, and wellness and fitness programs will increase.
- h. Organizational structures and programs to assess the preparation of first-time students, and to provide remediation where indicated, will be required to improve student retention and graduation rates.
- i. The number of students seeking to enroll in courses and programs offered on the Internet or through other distance education technology will continue to increase.
- j. Planning and processes to provide academic and student support services to students enrolled in Web-based courses will become more important.

#### 4. Higher Education Governance and Coordination

- a. The Alabama Commission on Higher Education will continue in its role of a state coordinating board with statutory authority to approve new academic programs.
- b. The Alabama Commission on Higher Education will continue to advocate termination of academic programs with low rates of degree production.
- c. The Alabama Commission on Higher Education will take a conservative approach in approving expansion of institutions' instructional roles, particularly at the doctoral level.
- d. Regional (SACS) and program accrediting agencies will continue to focus on assessment of program effectiveness and student learning outcomes. Assessment of institutional and program educational outcomes will have to be expanded.
- e. Legislative attention to issues of institutional accountability will increase and funding will be linked to the attainment of performance objectives. Federal mandates by legislative or agency authority will increase.
- f. New programs proposed for ACHE approval must demonstrate benefits to Alabama's economy and citizens, efficient use of institutional and state resources, and a strong relationship to the University's stated mission and role.
- g. The University will have to address legislative issues dealing with student outcomes, out-of-state enrollment, tuition rates, and articulation of two-year and four-year college programs.
- h. Accreditation of all eligible programs will be maintained.
- i. The institution will be required to invest significant resources in meeting Federal regulations regarding accommodation of disabled students and employees, environmental quality and safety, health-care services, and information reporting.

## 5. Program Resources

### 5.1 Faculty and Staff

- a. Retirements among the University's faculty and staff will continue at a significant rate during the next five years.
- b. Shifts in program enrollment and implementation of new programs will present additional and different demands for teaching and research activities.
- c. Stable or declining levels of state funding support will mandate pursuit of support for new faculty positions from endowment funds and other non-state sources.
- d. Changes in faculty characteristics and the distribution of faculty among academic divisions will change as a result of retirements and student program demands.
- e. Faculty teaching and research efforts will require innovative administrative arrangements across college and departmental lines to promote University-wide participation in programs.
- f. The University will continue to face the challenge of strong competition for recruitment and retention of faculty in the sciences, engineering, and health-related disciplines.
- g. The need for faculty development programs will increase, particularly in the areas of multimedia and internet-based instruction.
- h. Staff development opportunities will be needed to train replacements for senior personnel and to update the technical skills of existing staff.
- i. Library staffing and personnel training must be consistent with the broader range of consumer demands and the technological innovations that are changing concepts of library services.

## 5. Program Resources *(continued)*

### 5.2 Facilities

- a. Alabama will continue to lack procedures for the routine evaluation and funding of construction, renovation, and maintenance needs of higher education. Universities will be required to fund most construction and renovation project from non-state sources.
- b. Most of the funding for new facilities will continue to be acquired from institutional initiatives such as bond issues and loans.
- c. The University will continue to face a substantial backlog of repair and deferred maintenance needs.
- d. Continuing change and development in technology will alter concepts of classroom and laboratory design to accommodate innovations in instruction. Continued investments in equipment and renovation will be necessary to keep abreast of developing technologies.
- e. Student demands for residence halls will center on small group housing and a variety of services available in a residence hall area.
- f. Processes to promote and manage access to telecommunications networks and the Internet from classrooms, laboratories, faculty and staff offices, and student residence facilities will need to be expanded.
- g. Expansion and coordination of long-range facilities planning is needed to ensure that an increasing variety of demands for facilities and services are accommodated to the extent consistent with the resources available for construction, renovation, and plant maintenance.
- h. Information will increasingly be stored in and retrieved by electronic media. Investments will be needed to fully take advantage of instructional and information technology such as interactive instruction, distance learning, remote electronic access and electronic publishing.

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## *Visions*

Strategies for Realizing Shared Visions of  
The University of South Alabama

2000-01 through 2005-06

### *Strategic Objectives*

*The following pages describe strategic objectives under each of the five major institutional goals adopted by the Board of Trustees. Operational goals for the planning period are cited under specific strategic objectives. The strategic objectives will also be used to guide divisional and departmental planning activities, to evaluate progress toward attainment of the institution's strategic goals, and to assess the accomplishment of its purpose as described in the University Mission Statement.*

## *Visions....*

*for continuing to build the quality of the University's academic programs and improving the learning environment.*

---

**\* Improve and expand libraries, classrooms, and laboratories.**

Renovate faculty offices and improve access to the Mitchell College of Business (2000)

Renovate Mitchell College of Business auditorium classrooms (2001)

Construct an addition to the University Library; renovate the present structure (2002)

Complete the renovation program for Humanities Building classrooms (2001)

Develop plans to relocate College of Allied Health Professions departments and the College of Nursing from USA Springhill to the Main Campus. (2002/2003)

**\* Provide new and challenging opportunities for faculty development and research.**

Modify the University policy on sabbatical leaves to encourage faculty research, study, travel, and professional development (2001)

Implement the Program for the Enhancement of Teaching and Learning to assist faculty in developing internet-based and multi-media courses (2002)

Create interdisciplinary "Centers of Excellence" to enhance opportunities for research research and service (Continuing)

Pursue development of USA Cance Institute to foster research and advanced treatment.

**\* Pursue innovation in course and degree program delivery through electronic technology**

Complete development of web-based courses to allow completion of the Master of Business Administration and Master of Education Degrees on line (2001)

Expand web-based course offerings in the liberal arts and sciences (Continuing)



## *Visions....*

*for continuing to build the quality of the University's academic programs and improving the learning environment.*

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- \* Develop innovative degree programs that are relevant to the State's needs and that make efficient use of the University's resources.**

Participate in discussions with the Alabama Commission on Higher Education about instructional roles, particularly in doctoral education, of the four-year universities (2001)

Identify potential for new baccalaureate, master's and doctoral programs (2001/2002)

Petition Alabama Commission on Higher Education for expansion of the University's doctoral instructional role (2002)

- \* Continue to improve opportunities for faculty-student interaction.**

## *Visions....*

*for enhancing the quality of student life and campus services.*

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### **\* Increase the number and amount of scholarships.**

Increase annually from 2000 through 2003, the number of one-year scholarships awarded to qualified first-time freshmen

Initiate a Minority Financial Aid Night to provide minority students with information on opportunities and proper procedures for filing for student financial assistance. (2001)

Increase the number of scholarships awarded to continuing students. (Continuing)

Increase the number and amounts of stipends for graduate student teaching and research research assistantships. (2002/2003)

### **\* Improve student retention and graduation rates.**

Implement Supplemental Instructional Programs to provide assistance to students in mathematics and science courses (Continuing)

Implement an advisement program directed toward "undecided" majors in the College of Arts and Sciences (2000/2001)

Expand the number of full-time professional academic counselors (2001)

Provide a "one-stop" student service center for Registrar, Bursar, Financial Aid, and Veterans' Affairs services (2001)

Relocate the Career Services Center to the central part of the campus to enhance student access to career advisement and placement services. (2002)

### **\* Improve the range and quality of campuses services for students.**

Initiate architectural programming for a new Student Services Center building (2001)

Construct a new Intramural Athletics Complex adjacent to student housing. (2001/2002)

Implement a campus-wide transit system (2001/2002)

Complete expansion and renovation of the Jaguar Track and Field facility. (2001)

## *Visions....*

*for enhancing the quality of student life and campus services.*

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- \* **Enhance the sense of campus community while encouraging diversity among students, faculty, and staff.**

Initiate information and outreach programs to inform minority students of financial aid and scholarship opportunities. (2001)

Create a plan to increase the diversity of faculty and staff. (2001/2002)

- \* **Build an environment that rewards outstanding students and that nurtures in the average student the inspiration to excel.**

## Visions....

*for increasing the public's awareness and appreciation of the University.*

### \* Publicize the University's impact on the community's economy, cultural resources, and health.

Employ an aggressive news media relations campaign conveying repeated and consistent messages regarding the University's contributions to the community through teaching, health care, research, and service. (Continuing)

Expand opportunities for key constituent groups in the community to be involved in campus events and programs. (Continuing)

Closely coordinate public relations and admissions agendas, employing all appropriate media including print and broadcast coverage, appropriate paid advertising, University publications, and the institution's website. (Continuing)

### \* Promote involvement of faculty, students, and staff in organizations and projects to communicate the University's commitment to the community.

Use speaking engagement opportunities for the President and other University administrators to promote awareness of the University's programs and services in area civic organizations. (Continuing)

### \* Improve communication with alumni and expand opportunities for alumni participation in campus events and programs.

Pursue establishment of additional Alumni Association chapters in major cities. (Continuing)

Provide opportunities for alumni chapters to participate in student recruitment. (Continuing)

Continue to build communication with alumni and expand opportunities for alumni participation in campus events and programs. (Continuing)

Conduct a survey of recent alumni to solicit their views about their University experiences and to assess their interest in alumni activities and programs. (2001)

Publish an updated directory of University alumni. (2001)

### \* Pursue partnerships with business, civic organizations, and government agencies to better our state and community.

Pursue partnerships with business and industry, elementary and secondary schools, government agencies, and civic organizations to improve our community and ensure that USA's value to community development and welfare is understood. (Continuing)

Expand participation in community advisory boards for professional programs. (Continuing)

## *Visions....*

*for improving public and private financial support of the University.*

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- \* Create a comprehensive development program to improve philanthropic support for student scholarships. (2001/2002)
- \* Work with the local Legislative delegation to bring South Alabama's per-student appropriations to adequate and equitable levels. (Continuing)
- \* Involve the University community, friends, alumni, and constituents in advocating South Alabama's contributions to the community and need for adequate financial support. (Continuing)
- \* Improve philanthropic support for University scholarships, faculty development, facilities, and equipment. (Continuing)
- \* Review and improve the internal allocation of resources among programs and services. (Continuing)
- \* Continue to improve the University's ability to attract extramural funds for research, public service, training programs, and campus development. (Continuing)
- \* Explore the potential development of Brookley waterfront property. (2001/2002)

## *Visions....*

*for improving University planning, budgeting and assessment processes.*

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- \* Continue and improve the process of academic program review and long-range planning.**

Initiate submission of annual goals and objectives statements by all academic departments and divisions. (2001)

Initiate submission of annual goals and objectives statements by all student services and institutional support departments. (2001)

Conduct a review of the University's standing committee structure and develop recommendations for additions or modifications as appropriate. (2001/2002)

- \* Continue to develop student outcomes assessment and program evaluation measures in all academic programs;**

Conduct a workshop on program and student outcomes assessment for chairpersons of all academic departments. (2001)

Initiate submission of reports on program and student outcomes assessment by all academic departments and divisions. (2001)

Conduct pilot administration of the ACT Collegiate Assessment of Academic Proficiency examination to assess attainment of general education goals. (2001)

Implement twice-yearly administration of the ACT CAAP examination to students who matriculated as freshmen at the University and who have attained junior status. (2002)

Develop an Academic Assessment Center within the School of Continuing Education and Special Programs to serve students requesting University assessment of non-university sponsored learning. (2001/2002)

- \* Develop a plan for implementing new academic degree programs that build on the University's strengths and existing resources and that are responsive to the needs of the institution's constituencies.**

- \* Review budget priorities and allocations programs to ensure the availability of resources required for new programs and services.**

## *Visions....*

*for improving University planning, budgeting and assessment processes.*

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- \* **Develop a comprehensive, long-range parking and traffic management plan that will preserve and enhance the campus atmosphere, and that integrates campus development with city planning.**

Implement the first phase of the traffic engineering consultants' proposal for re-routing vehicular traffic and improving access to parking lots. (2001)

Complete proposal for modification of student parking, providing zoned parking to alleviate traffic congestion at class change times and that will integrate parking plans with the planned Campus Transit System. (2002)

- \* **Update and expand the University's Facilities Master Plan to reflect program plans, enhance access to student services, and eliminate barriers to the disabled. (2001/2002)**
- \* **Secure reaffirmation of the University's accreditation by the Southern Association of Colleges and Schools. (2003)**

**RESOLUTION****USA HOSPITALS  
MEDICAL STAFF APPOINTMENTS AND REAPPOINTMENTS  
FOR THE FIRST QUARTER 2001**

**WHEREAS, the Medical Staff appointments and reappointments for the first quarter 2001 for the University of South Alabama Hospitals, are recommended for approval by the Combined Medical Executive Committee of the University of South Alabama Hospitals,**

**THEREFORE, BE IT RESOLVED, that the appointments and reappointments be approved as submitted.**

VOTE RECORD: MAY 4, 2001

ITEM 5

MOVED: MS. MAYE  
SECONDED: MAYOR LANGFORD

ACTION: UNANIMOUSLY APPROVED



**RESOLUTION**

**ACQUISITION OF CENTER STREET PROPERTY**

**WHEREAS**, construction of the University of South Alabama Children and Women's Hospital entrance road is nearing completion, and

**WHEREAS**, the building at 1710 Center Street, consisting of four condominium units, directly obstructs access to that hospital, and

**WHEREAS**, removal of the building located at 1710 Center Street is necessary to obtain reasonable public access to the hospital, and

**WHEREAS**, the University of South Alabama previously has acquired two of the four condominium units on 1710 Center Street, and

**WHEREAS**, reasonable offers for the third and fourth units have been made by the University and were rejected by its owners,

**THEREFORE, BE IT RESOLVED** that the Board of Trustees authorizes the University President and/or the Vice President for Financial Affairs to make a final reasonable offer to purchase the condominium unit described herein at 1710 Center Street, and

**BE IT FURTHER RESOLVED**, if the final offer is rejected, public use of the property being essential for access to Children's and Women's Hospital, the Board of Trustees hereby authorizes the President of the University to take appropriate action to initiate eminent domain proceedings to acquire ownership of said condominium units.

**RESOLUTION  
CALL FOR MEETING WITH USA FOUNDATION  
REGARDING PRORATION**

**WHEREAS**, the Governor's recent announcement of an 11.17% proration in the higher education budget will result in a reduction of almost \$10,000,000 in the University of South Alabama's state appropriate for the remainder of the current fiscal year, and

**WHEREAS**, it will be imperative for the University to take drastic measures to deal with the impact, not only of the current year's reduction, but, also, the likelihood of a continuing shortfall in tax revenues for the Education Trust Fund, and

**WHEREAS**, it is crucial to the respective missions of the University and the University of South Alabama Foundation to work cooperatively to explore specific ways in which the Foundation can help alleviate the adverse effects of proration at this level on the University's academic programs, students, faculty, and staff, and

**WHEREAS**, the responsibility and authority for developing and implementing an operational strategy for dealing with the anticipated shortfall in state funding lie with the University and its Board of Trustees, and

**WHEREAS**, the customary and appropriate role of a university foundation is to be responsive to the needs and priorities of the institution for whose benefit the foundation exists, and

**WHEREAS**, the President has advised and consulted with the Board of Trustees regarding the University's plans for responding to the funding crisis, and

**WHEREAS**, the President has made a written request to the leadership of the Foundation for a meeting between representatives of the respective organizations to discuss ways to work cooperatively to deal with the challenges and uncertainties raised by proration, and

**WHEREAS**, an official of the Foundation, in response to the President's request, cited the pending litigation involving members of the Executive Committee of the Board of Trustees in their capacities as *ex officio* Directors of the USAF, as an impediment to such a meeting, and

**WHEREAS**, as officials of the Foundation know or should know, the suggestions for support contained in correspondence to the President of the University dated April 27, 2001, are not applicable to the actual financial shortfalls in the operational budget caused by proration, and

VOTE RECORD: MAY 4, 2001

ITEM 10.A

MOVED: MAYOR LANGFORD  
SECONDED: MR. MITCHELL

ACTION: UNANIMOUSLY APPROVED

**WHEREAS**, the impact of proration is a matter of utmost concern to the University and to the Foundation in carrying out their respective fiduciary duties to the constituencies they serve, and

**WHEREAS**, no litigant in the legal action cited by the Foundation serves on the Budget and Finance Committee of the Board of Trustees,

**NOW, THEREFORE BE IT RESOLVED**, the Board of Trustees calls upon the USA Foundation to designate a representative committee of its Board of Directors to meet and discuss issues related to proration with the Budget and Finance Committee of the University Board at such place and time as is mutually agreed upon, but not later than May 21, 2001.

**RESOLUTION**  
**UNIVERSITY LIBRARY ADDITION AND RENOVATION PROJECT**

**WHEREAS** the Board of Trustees, by Resolution passed on June 21, 1999, authorized the President to contract with TAG, The Architects Group, for design services for an addition to the University Library and renovations to the present structure, and

**WHEREAS** architectural planning for the project has been completed, and

**WHEREAS** a Request for Proposals for construction of the addition and renovation of the first floor of the existing structure was issued on April 7, 2001, and

**WHEREAS** five responses to the Request for Proposals were received by April 24, 2001, and have been evaluated, and

**WHEREAS** the proposal submitted by Doster Construction Company, Incorporated, meets the requirements and stipulations of the Request for Proposals,

**THEREFORE, BE IT RESOLVED** that the Board of Trustees authorizes the President to conclude a contract with Doster Construction Company, Incorporated for construction management services for completion of the University Library addition and renovation project and to proceed with the issuing and acceptance of construction contracts and subcontracts, provided that the total project cost does not exceed the sum of \$8,000,000.

## RESOLUTION

### FACULTY TENURE AND PROMOTION

**WHEREAS**, applications of University faculty for tenure and promotion have been reviewed and recommended by the respective faculty peers, Departmental Chairs, College Deans, the Senior Vice President for Academic Affairs, and the President, and

**WHEREAS**, applications of College of Medicine faculty for promotion and tenure have been reviewed and recommended by the respective faculty peers, Departmental Chairs, the Faculty Committee on Appointments, Promotion and Evaluation, and the Dean and Vice President for Medical Affairs,

**THEREFORE, BE IT RESOLVED**, that the University of South Alabama Board of Trustees approves and grants tenure and/or promotion to those University faculty whose names are listed below on this date, May 4, 2001, to be effective August 15, 2001, and

**FURTHER, BE IT RESOLVED** that the University of South Alabama Board of Trustees approves and grants tenure and/or promotion to those College of Medicine faculty whose names are listed below on this date, May 4, 2001, to be effective September 1, 2001.

### ACADEMIC AFFAIRS

#### Tenure:

Dr. Larry W. Beason  
Dr. Keith G. Blackwell  
Dr. David A. Bowers, Jr.  
Ms. Rebecca F. Britton  
Dr. Mark D. Carpenter  
Dr. James H. Davis, Jr.  
Dr. Ross N. Dickens  
Dr. Joel W. Erdmann  
Dr. Tracy L. Heavner  
Dr. Jennifer Langhinrichsen-Rohling

#### Promotion to Associate Professor:

Dr. Keith G. Blackwell  
Dr. David A. Bowers, Jr.  
Ms. Rebecca F. Britton  
Dr. Mark D. Carpenter  
Dr. E. Jean Clark  
Dr. James H. Davis, Jr.  
Dr. Ross N. Dickens  
Dr. Joel W. Erdmann  
Dr. Tracy L. Heavner  
Dr. Scott S. Rubin

VOTE RECORD: MAY 4, 2001

ITEM 13

MOVED: MR. MITCHELL  
SECONDED: MAYOR LANGFORD

ACTION: UNANIMOUSLY APPROVED

**Tenure cont.:**

Dr. Steven C. Rockwell  
 Dr. Scott S. Rubin  
 Dr. Justin M. Sanders  
 Dr. John F. Valentine

**Promotion to Associate Librarian**

Ms. Jie Li

**Promotion to Senior Librarian**

Ms. Janice A. Sauer

**Promotion to Associate Professor cont.:**

Dr. Justin M. Sanders  
 Dr. John F. Valentine

**Promotion to Professor:**

Dr. Larry R. Gurchiek  
 Dr. Jennifer Langhinrichsen-Rohling  
 Dr. Mohan Menon  
 Dr. Madhuri S. Mulekar  
 Dr. Andrzej Wierzbicki  
 Dr. Xin-Min Zhang

**COLLEGE OF MEDICINE****Tenure:**

Dr. Betty S. Pace  
 Dr. Troy Stevens

**Promotion to Professor:**

Dr. Stephen H. Greenberg  
 Dr. Keith M. Ramsey  
 Dr. James M. Cummings  
 Dr. Eric D. Weber  
 Dr. Anthony L. Gard  
 Dr. Miguel A. Pappolla

**Promotion to Associate Professor:**

Dr. John A. Vande Waa  
 Dr. Gan Wang  
 Dr. Benjamin Estrada  
 Dr. Susan V. Gibson  
 Dr. Judy A.C. King

**Promotion to Clinical Professor:**

Dr. Kenneth Brewington

## RESOLUTION

### FACULTY SERVICE AND DEVELOPMENT AWARDS

**WHEREAS**, proposals for Faculty Service and Development Awards have been reviewed and recommended by the respective faculty committees, Departmental Chair, College Dean, Senior Vice President for Academic Affairs, and President,

**THEREFORE, BE IT RESOLVED**, that the University of South Alabama Board of Trustees approves said Faculty Service and Development Awards on this date, May 4, 2001 for the 2001-2002 academic year.

| <u>NAME</u>                | <u>DISCIPLINE</u>      | <u>TIME PERIOD</u>      |
|----------------------------|------------------------|-------------------------|
| Dr. Charles H. Brown       | Psychology             | Fall 2001               |
| Dr. Richmond F. Brown      | History                | Fall 2001               |
| Dr. Scott L. Douglass      | Civil Engineering      | Fall 2001 & Spring 2002 |
| Dr. R. Eugene Jackson      | Dramatic Arts          | Spring 2002             |
| Dr. Mark Moberg            | Sociology/Anthropology | Spring 2002             |
| Dr. Michael L. Monheit     | History                | Spring 2002             |
| Dr. Victoria L. Rivizzigno | Earth Sciences         | Spring 2002             |

**RESOLUTION**  
**PROFESSOR EMERITUS**

**WHEREAS**, Marilyn Joan Wilhite has retired from the University of South Alabama College of Nursing, and

**WHEREAS**, the University of South Alabama in recognition of her contribution to the University through extraordinary accomplishments in teaching and in service, and

**WHEREAS**, the faculty and Chairperson of the Department Community Mental Health Nursing, the Dean of the College of Nursing, the Senior Vice President for Academic Affairs and the President have duly recommended her,

**THEREFORE, BE IT RESOLVED**, that the Board of Trustees of the University of South Alabama in a seated meeting held on May 4, 2001, hereby appoints the aforementioned individual to the rank of Professor Emeritus with the rights and privileges thereunto appertaining, and

**BE IT FURTHER RESOLVED**, that the Board of Trustees of the University of South Alabama in recognition of her extraordinary accomplishments and dedicated service to the University of South Alabama wishes to convey its deep appreciation to this individual.