A meeting of the University of South Alabama Board of Trustees was duly convened by Mr. Donald L. Langham, Chair Pro Tempore, on Thursday, September 14, 2006, at 9:35 a.m. in the Board Room of the Frederick P. Whiddon Administration Building.


Members Absent: Trustees J. L. Chestnut, Crum Foshee, Cecil Gardner, Samuel Jones, Pat Lindsey, Joseph Morton, and Bob Riley.

Administration and Others: President Gordon Moulton; Drs. Dale Adams, Joseph Busta, Pat Covey, Lamar Duffy (COM Alumni Assn.), Irene McIntosh (Faculty Senate), Robert Shearer, George Sinclair (DASH), Troy Stevens, and Sam Strada; Messrs. Jack E. Brunson, Jonathan Correia (AASA), Ken Davis, Wayne Davis, Robert Galbraith, Joe Gottfried, Stan Hammack, Pat Hicks (Alumni Assn.), Will Jackson (SGA), and David Johnson (DASH); and Mss. Edna Brunson, Becky Clark, and Vicki Tate (Faculty Senate).

Press: Mss. Rhoda Pickett (Press Register) and April Havens (Vanguard).

RESOLUTION
TRIBUTE TO TRUSTEE JACK R. BRUNSON

WHEREAS, Mr. Jack R. Brunson served faithfully as a member of the Board of Trustees of the University of South Alabama from the time of his appointment in 1989 until his death on March 1, 2006, and

WHEREAS, Mr. Brunson, as Chair Pro Tempore of the Board of Trustees from June 1998 through May 2001 provided dynamic and insightful leadership during a critical era in the University’s history, and
WHEREAS, Mr. Brunson at the time of his death chaired the Budget and Finance Committee and was a member of the Executive Committee, having served previously as Secretary and Vice Chair of the Board and as a member of numerous key committees, and

WHEREAS, Mr. Brunson and his family established the Barry Brunson Memorial Scholarship, contributed to the University of South Alabama Children’s and Women’s Hospital Sculpture Park, and generously supported many university endeavors with his time, commitment, and resources, and

WHEREAS, Mr. Brunson, through his long-standing stewardship, wisdom, guidance, and philanthropy, played a prominent role in advancing the University of South Alabama, and

WHEREAS, in addition to his outstanding service to higher education in Alabama, Mr. Brunson was an exemplary business and community leader and a devoted family man, and

WHEREAS, Mr. Brunson’s keen insight, sparkling wit, and warm friendship will be missed sorely by his many friends and colleagues at USA,

THEREFORE, BE IT RESOLVED, the Board of Trustees of the University of South Alabama acknowledges the legacy of Mr. Jack R. Brunson and pays tribute to his memory for his many contributions and invaluable service to the Board, to the University community, and to the people of the State of Alabama, all of whom have benefitted from his wisdom, dedication, service, and generosity, and

BE IT FURTHER RESOLVED, the Board extends heartfelt sympathy to Mrs. Edna Brunson and to all members of the Brunson family.

President Moulton suggested that Item 2.A be considered at the end of the agenda.

Chairman Langham called for a motion to approve the appointment of Mr. Gardner to fill the vacant seat that had been occupied by Mr. Brunson on the Executive Committee, Item 3. On motion by Mr. Mitchell, seconded by Mr. Striplin, Mr. Gardner’s appointment was unanimously approved.

President Moulton presented Item 4, the President’s Report. Introduced were Dr. Irene McIntosh and Ms. Vicki Tate - Faculty Senate; Mr. Will Jackson - President, SGA; Mr. Jonathan Correia - President, AASA; Mr. Pat Hicks - President, USA National Alumni Association; Dr. Lamar Duffy - President, Medical Alumni Association; Dr. Nader Entessar - Professor and Chair, Political Science and Criminal Justice; Dr. Charles Guest - Associate Professor and Chair, Department of Professional Studies, College of Education; Dr. Vaughn Millner - Assistant Professor and Chair, Department of Adult Interdisciplinary Studies, School of Continuing Education and Special Programs; Dr. David Nelson - Professor and Chair, Department of Mechanical Engineering; Ms. Becky Clark - Women’s Softball Coach; and Dr. David Wood - Chair, Department of Microbiology and Immunology.

President Moulton said that the dedication of Meisler Hall would take place at 11:00 a.m. He invited everyone to attend the ceremony and luncheon to follow.

President Moulton reported that enrollment for the 2006 fall semester was steady at 13,303 students, compared to 13,328 last year. He talked about the record freshman class of 1,512, and noted that the average ACT score of 21.7 at USA was higher than the state and national averages of 20.2 and 20.9.
President Moulton announced the planned retirement of Mr. Bob Galbraith, Senior Associate Vice President for Research Administration, effective May 2007. He thanked Mr. Galbraith for his many years of service to the University. He said that a search committee will be appointed to seek qualified candidates to fill this position.

Chairman Langham called for consideration of health affairs items. Dr. Stokes, Health Affairs Committee Chair, introduced Item 5 resolutions as follows. On motion by Mr. Striplin, seconded by Ms. Maye, the resolutions were unanimously approved.

RESOLUTION
USA HOSPITALS MEDICAL STAFF APPOINTMENTS AND REAPPOINTMENTS
FOR MAY, JUNE AND JULY 2006, AND AUGUST 11, 2006

WHEREAS, the Medical Staff appointments and reappointments for May, June, and July 2006, and August 11, 2006, for the University of South Alabama Hospitals are recommended for approval by the Medical Executive Committees of the University of South Alabama Hospitals,

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

RESOLUTION
USA HOSPITALS MEDICAL STAFF BYLAWS AND RULES AND REGULATIONS
REVISIONS OF AUGUST 1, 2006

WHEREAS, revisions of the USA Hospitals Medical Staff Bylaws and USA Children’s and Women’s Hospital Medical Staff Rules and Regulations were approved by the Medical Staffs of the University of South Alabama Hospitals at their August 1, 2006, Medical Staff meeting and recommended to the Board of Trustees for approval,

THEREFORE, BE IT RESOLVED, that the revisions be approved as presented.

President Moulton called upon Mr. Stan Hammack to discuss Item 6, a report on a Joint Commission on Accreditation of Healthcare Organizations’ (JCAHO) standards revision relative to approval of hospital credentials. Mr. Hammack reported that the agency now mandates two Trustees’ signatures to accompany the University President’s for approval of physician appointments which may occur between meetings of the USA Board of Trustees.

President Moulton called upon Dr. Strada to present Item 7 as follows. On motion by Mr. Striplin, seconded by Mr. Mitchell, the resolution was unanimously approved.

RESOLUTION
PROFESSOR EMERITUS

WHEREAS, the following faculty member will retire from the University of South Alabama

Joseph H. Coggin, Jr., Ph.D. Professor and Chair, Department of Microbiology and Immunology

and,

WHEREAS, the Interim Dean of the College of Medicine, has duly recommended him,

THEREFORE, BE IT RESOLVED, that the Board of Trustees of the University of South Alabama hereby appoints Dr. Joseph H. Coggin, Jr., to the rank of Emeritus Professor 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 his extraordinary accomplishments and dedicated service to the University of South Alabama wishes to convey its deep appreciation to Dr. Coggin.

President Moulton presented Item 8, a report on the Mitchell Cancer Institute. A live Web camera view of the construction site was shown. President Moulton discussed the work of Dr. Adam Riker, Chief of Surgical Oncology at the MCI, in organizing an event to screen beach-goers for skin cancer, which resulted in many referrals for dermatology treatment and evaluation.

President Moulton presented Item 9, a report on the USA / IHS Strategic Health Alliance. He said one USA physician teaching team is currently on location at Infirmary West (the former site of USA Knollwood Hospital).

President Moulton called upon Dr. Strada for a report concerning USA’s Center for Lung Biology. Dr. Strada reported that the National Institutes of Health had awarded an $8.5 million grant to the Center, the largest in the University’s history. He recognized the work of Dr. Troy Stevens, Professor of Pharmacology and the Center’s Director, and other colleagues, and noted that this competitive award is a renewal of a multi-disciplinary grant received in 2001. He explained that the grant encompasses four research projects that relate to the regulation of pulmonary function at the cellular level, and its relationship to pulmonary disease.

Chairman Langham called for a report of academic and student affairs items. Dr. Shearer presented Item 10 as follows, and provided a summary of the five goals outlined in the report relative to access of education, cooperative partnerships, program quality, funding resources, and workforce development (refer to Appendix A for copies of policies and other authorized documentation). On motion from Ms. Miree, seconded by Dr. Stokes, the resolution was unanimously approved.

RESOLUTION

REPORT TO ACHE ON STATE PLAN FOR ALABAMA HIGHER EDUCATION

WHEREAS, the Alabama Commission on Higher Education (ACHE) has developed a State Plan for Alabama Higher Education, 2003-2004 to 2008-2009 (Plan), and

WHEREAS, the ACHE Plan sets out five overarching goals with objectives - Access, Cooperation, Quality, Resources, and Workforce Development, and

WHEREAS, to demonstrate the accountability of the state’s higher education institutions, ACHE has proposed that the boards of trustees of each institution annually submit a report on the institution’s accomplishments toward achievement of the goals and objectives in the state Plan, and

WHEREAS, the Board of Trustees approved the first such annual report at its December 2004 meeting, and

WHEREAS, the third annual report to ACHE is due to be submitted by October 14, 2006,

NOW, THEREFORE, BE IT RESOLVED that the University of South Alabama Board of Trustees approves the attached report entitled University of South Alabama Board of Trustees Third Annual Report to The Alabama Commission on Higher Education State Plan for Alabama Higher Education 2003-04 – 2008-09, and authorizes the President of the University to submit said report on its behalf to the Alabama Commission on Higher Education.
President Moulton presented **ITEM 11**, a report of student affairs. He said construction for additional on-campus housing should begin any day. Photos of the interior of existing apartment complexes comparable to the units that will be built at USA were viewed. Concerning a new student recreation center, President Moulton said that the design will feature a total health and fitness concept. Dr. Adams encouraged Trustees to visit UAB’s state-of-the-art recreation center, as it is representative of the trend for campus recreation designs nationwide. Mr. Will Jackson, SGA President, thanked President Moulton and the Board of Trustees for identifying the need for an upgraded facility. He said students looked forward to the new recreation center and would support increased student fees to help fund the project.

President Moulton discussed developments concerning the sale of University-owned lots and residential structures in the Hillsdale subdivision. He said the primary objective is to extract the University from the single-family housing real estate business without harming the neighborhood. President Moulton reported that more than 400 houses had been demolished thus far. Two hundred and forty houses remain occupied. Mr. Davis reviewed the bid process for the sale of the properties. He introduced Dr. George Sinclair and Mr. David Johnson of the non-profit organization DASH of LaGrange, Inc. (Dependable Affordable Sustainable Housing). Dr. Sinclair greeted Board members, and Mr. Johnson explained that the DASH mission is to revitalize neighborhoods by eliminating substandard housing, create socioeconomic diversity, encourage home ownership, invite economic development, and engage residents in active community leadership. Exterior renderings were shown of new and affordable DASH dwellings. President Moulton thanked Dr. Sinclair and Mr. Johnson for attending.

Chairman Langham called for a report of budget and finance items. Mayor Nix, Committee Chair, noted receipt of **ITEM 12**, the University’s Monthly Fund Accounting Reports for April, May, and June 2006, and the Financial Statement for the nine months ended June 2006. The Board received copies of the report *Summary Comparison of Fund Financial Reports to GASB Statement 34 Financial Statements, June 30, 2006, and 2005*.

In the interest of time, **ITEM 12.A**, the independent audit report of Disproportionate Share Hospital Funds managed by the USA Foundation for the years ended June 2006 and June 2005, was not discussed. The printed report was provided to Trustees as a part of the revised agenda package.

President Moulton presented **ITEM 13** as follows. He said $65 million in revenue bonds will facilitate the progression of outstanding projects, including Mitchell Cancer Institute construction, a building for the colleges of Allied Health and Nursing, and a student recreation center. Bond proceeds will also help the University address miscellaneous campus infrastructure needs such as roof and HVAC improvements, and campus beautification projects such as campus entrance portals and construction of a bell tower. Renderings of a proposed bell tower structure were shown. President Moulton said that the long-term interest rates are currently near a record low. He added that the Administration would work closely with the Budget and Finance Committee in the coming weeks, and final approval will be sought at the December 14, 2006, meeting of the Board of Trustees. On motion by Mr. Striplin, seconded by Ms. Maye, the resolution was unanimously approved.
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RESOLUTION  
DUE DILIGENCE FOR PROSPECTIVE BOND ISSUE

WHEREAS, the University requires substantial additional financial resources to address urgent capital project needs, including but not limited to: construction of a new building for the colleges of Allied Health Professions and Nursing and a student recreation center; additional capital needs associated with completion of the Mitchell Cancer Institute building; entrances, portals, and other enhancements as called for in the Campus Master Plan; and ongoing infrastructure improvements;

NOW, THEREFORE, BE IT RESOLVED the Board of Trustees authorizes the University administration to proceed with due diligence and planning, and present to the Board at its December 2006 meeting a proposal for a bond issue in the approximate amount of $65 million.

Commissioner Langford announced his resignation from the Board due to a rigorous schedule and efforts to improve public education in Jefferson County. President Moulton read aloud ITEM 2.A as follows. Mr. Mitchell thanked Commissioner Langford for his strong leadership during a time of critical transition for the University. On motion by Mr. Striplin, seconded by Dr. Stokes, the resolution was unanimously approved.

RESOLUTION  
COMMENDATION OF USA TRUSTEE LARRY P. LANGFORD

WHEREAS, Commissioner Larry P. Langford was appointed to the Board of Trustees of the University of South Alabama in 1997, and

WHEREAS, during his tenure as a member of the Board, he has served on the Academic and Student Affairs Committee and the University’s Long-Range Planning Steering Committee, and

WHEREAS, during a time of critical transition for the University, Commissioner Langford provided key leadership and input to insure a better future for the University of South Alabama, and

WHEREAS, Commissioner Langford has served the University with distinction, graciously contributing his time, energy, wisdom, and guidance to the growth and development of higher education in the State of Alabama, the region, and to the students, alumni, faculty, and administration of the University of South Alabama,

NOW, THEREFORE, BE IT RESOLVED the University of South Alabama Board of Trustees expresses its deep appreciation and gratitude to Commissioner Larry P. Langford for his devotion, service, and commitment to advancing the interests of the Institution and its constituencies.

There being no further business, the meeting adjourned at 12:13 p.m.

Respectfully Submitted:

[Signature]

Attest to:

Bettye R. Maye, Secretary

Donald L. Langham, Chair Pro Tempore
Goal 1 - Access: Elevate the educational attainment levels of all citizens.

The University of South Alabama is committed to elevating the educational attainment levels of all citizens. With more than 57,000 degrees awarded - including more than 1,800 Doctor of Medicine degrees - USA is the primary provider of baccalaureate, graduate, and professional education in southern Alabama and the upper Gulf Coast. The University awards more than 2,100 degrees a year, with most of these graduates remaining in the Mobile area, serving in the fields of education, health care, engineering, science, computer technology, business, visual and performing arts, humanities, and other disciplines. For the academic year 2005-2006, USA awarded the following degrees: Bachelor’s – 1,502; Master’s – 697; Ph.D. – 15; M.D. – 60; Total – 2,274.

USA, with a fall 2005 enrollment of 13,328 students, has grown by 17 percent over the past five years, compared to the statewide average university growth of 7 percent. African-American student enrollment has increased from 14.2 percent of the student body in fall 1999 to 16.8 percent in fall 2005. These gains are the result of aggressive recruitment efforts, significant growth in scholarship programs, and greater community awareness of the quality and scope of USA’s academic programs.

USA serves a large number of adult and non-traditional students, particularly through the academic programs of its School of Continuing Education and Special Programs. Opportunities for access are also facilitated through articulation agreements with 22 two-year institutions, ensuring transferability of educational achievements. Additional opportunities for access are provided through distance learning. More than 100 courses are offered in an online distance learning format. The following academic programs can be completed entirely online: M.Ed. and Class A Certification in Educational Administration; M.S. in Instructional Design and Development; M.Ed. and Class A Certification in Educational Media; and several undergraduate and graduate programs in Nursing.

Although the University of South Alabama has maintained an active presence in Baldwin County for more than 20 years, recent program enhancements are creating even greater access to higher education for the citizens of one of the fastest growing counties in the country. Responding to the critical need for additional health care professionals, the College of Nursing’s degree programs have been extremely successful and continue to experience significant enrollment increases. In addition to nursing programs, the University is expanding program offerings at the USABC Campus in downtown Fairhope in fields such as education, business, criminal justice, communication, and psychology.
One major objective of the University is to remain vigilant to the ever-changing academic needs of the community it serves. For this reason, USA this year made substantial progress toward creating a Doctor of Pharmacy degree program in cooperation with Auburn University. This program is being developed to address an acute shortage of pharmacists in the Gulf Coast region, at the same time taking advantage of USA’s health care resources including its medical education programs, hospitals, and Mitchell Cancer Institute.

Finally, it is noteworthy that during this reporting year, USA was highly adaptive in the face of Hurricane Katrina, providing support for its students and assisting the public during the storm. It then provided educational opportunities for displaced storm victims from other universities and throughout the continued long-term recovery.

In summary, over the first three years of this ACHE reporting initiative, the University of South Alabama has continued to provide high quality and relevant programs for a wide range of individual needs over the educational lifespan, further enhancing its contributions in harmony with the changing needs of its stakeholders.

**Goal 2 - Cooperation: Offer relevant educational programs that address economic, intellectual, and social problems by partnering with business, government, K-12, and private sector entities.**

The University of South Alabama is actively engaged in business, government, K-12, and private sector partnerships to ensure that its educational programs address economic, intellectual, and social problems.

Approximately 85 percent of the educators in Mobile County have earned degrees or certificates from USA. Enhanced partnerships, cooperative research projects and other interactions with the public school systems in Mobile and Baldwin counties are ongoing. Programs and centers such as the youth violence prevention initiative, service learning, business and economic research, small business development, recreation and the arts, lifelong learning, college head start for talented high school students, science education on wheels, Upward Bound, Special Services, and in-service training for teachers are only a few examples of USA’s partnering with the public and private sectors to serve community needs.

Highlights of this past year include USA’s sponsorship of a community-wide educational issues summit with the public school system, a large-scale summer skills enhancement program for math and science teachers in the region, and creation of an educator-in-residence program to foster even closer ties between the public schools and USA’s teacher training programs.

USA’s Technology and Research Park, recipient of the Mobile Area Chamber of Commerce’s 2003 Innovation Award, offers new opportunities for collaboration between leading technology firms and university faculty and students to develop new products and processes, as well as contributing significantly to economic and employment growth in the area.
Other successful partnerships with business have resulted in joint research and product development in areas including nutritional supplements, tire recycling technology, and new drug treatments for Alzheimer’s disease and cancer.

Active involvement by faculty with community and professional organizations extends their knowledge and skill resources beyond the campus. The University’s colleges and schools build and reinforce cooperative relationships with industry, education, and government through advisory councils made up of leading practitioners who lend their insights and expertise to ensuring that academic programs are responsive to current and future needs of the state and local area.

In support of the state’s objective to strengthen health care training and develop incentives to meet the shortage of health care workers in Alabama, USA graduates outstanding physicians, nurses, and allied health professionals each year. With a fall 2005 enrollment of 2,055 students, the College of Nursing ranks among the largest nursing education programs in the United States. Through its hospitals and clinics, the University serves more than 250,000 people per year, about one-third of whom have no insurance and otherwise might go without care.

The University’s historic 2005 collaboration with Infirmary Health System continues to progress, linking USA’s health system with one of the largest and most respected health care providers in the state and region. Through this relationship, the two systems are working to enhance health care in the region through joint initiatives in: 1) patient treatment; 2) education of medical students and other health professionals, and 3) medical research, stemming initially from USA’s Mitchell Cancer Institute. The largest research initiative in USA history, the Institute is also a result of USA’s funding collaboration involving the city, county, state, federal government, private donors and private business.

USA is also central to a statewide effort with the Alabama Medicaid Agency and the Department of Public Health to use remote computer technology to monitor the health of patients in rural areas who have limited access to physicians. This program of USA’s Center for Strategic Health Innovation recently was given the 2005 Innovations Award by the Southern Legislative Conference. USA’s Center for Healthy Communities is a leading resource for seeking innovative solutions and identifying resources to address the challenges of providing adequate health care and counseling for citizens in the region who are most in need of such support.

USA will partner with a private firm that specializes in constructing and managing high-quality student apartments to develop on-campus accommodations for 500 students. Involving the private sector in the challenge of providing costly – yet much needed – facilities is a “win-win” solution for all parties.
Finally, the University of South Alabama has an abiding positive relationship with area chambers of commerce and local governments, assisting regularly as an important contributor to all major economic development projects in the region. Particularly through its business, engineering and technology-related programs, USA continues to help enhance the Gulf Coast economy by meeting the human capital and technological needs of current and future employers.

The University of South Alabama remains a ready and willing partner in working with a wide range of public and private community partners to address the Gulf Coast region’s most pressing economic, intellectual and social issues.

**Goal 3-Quality: Strengthen instructional programs, evaluate and assess their effectiveness, and use the results to improve quality.**

Progress by USA toward realization of Goal 3 during the first three years of the Alabama State Plan for Higher Education has focused on making more explicit the intended learning objectives of each academic program offered by the university. Along with making more explicit the learning objectives of each program, equal emphasis has been placed on assessing the achievement of those learning objectives and using the results of that assessment to make tangible improvements in the quality of the programs.

Improvement in academic programs is grounded by the participation of academic departments, colleges, and schools in the university’s Annual Review & Projections Program. This program is university-wide. It is a practical, organized approach to institutional planning and effectiveness.

The Annual Review & Projections Program consists of a careful assessment of the achievements of the year just completed and the statement of explicit intentions for the year ahead. This regular cycle of review and projections ensures that the effectiveness of instructional programs is constantly monitored.

During the first three years of the state plan, several steps were taken to strengthen academic programs and further realize Goal 3-Quality. The Office of Academic Program Assessment was established, reporting directly to the Senior Vice President for Academic Affairs. A director was hired with considerable experience in academic assessment.

Further refinements were made to the Annual Review & Projections Program process in the assessment of student learning, with clear guidelines developed for the assessment of student learning. A format was developed for identifying the specific methods to be used in determining if students were in fact achieving the learning objectives of a particular academic program. The format also called for an explication of how the results of that assessment were used to improve the program.
An Assessment Advisory Group was established to oversee the university’s efforts to improve academic assessment—and the quality of instruction. The Assessment Advisory Group undertook the assignment to evaluate software that could provide advanced electronic support to the existing Annual Review & Projections Program.

After a careful review of in-house and off-the-shelf approaches, the group determined that a Web-based software program called TracDat appeared attractive—and warranted further evaluation. A visit was made to an institution currently using the software. A subsequent pilot study confirmed the appropriateness of the software for assessing academic and administrative effectiveness at the university. The academic deans voted unanimously to adopt the software.

Training on the new assessment software began in May of 2006. Deans and department chairs participated in a series of training sessions to familiarize them with the capabilities of the software to align goals, assess the achievement of objectives (including student learning objectives), document the improvements to be made as a result of those assessments, and prepare annual reports. The result of these training sessions has been a greater appreciation of the importance of aligning the goals of all academic units and the development of an electronic record-of-evidence that will support the continuous improvement of instructional programs. Deans and department chairs in the Academic Affairs Division have completed their training in the use of the new assessment software. It is expected that further progress will be made in the next two years of the state plan to broaden the use of the software in instructional improvement and assessment.

The University of South Alabama remains fully committed to ACHE’s objective of assuring quality and relevance of academic programs through regular and strategic review and assessment.

**Goal 4 - Resources:** Strive for a sustained level of funding that will allow citizens to reach educational objectives, attain cultural and social goals, and position Alabama to compete economically in the region.

In addition to providing an educated workforce, the University of South Alabama injects more than $1 billion into the economy annually through its teaching, research, and health care missions. USA has reacted to stagnant state appropriations by being resourceful in generating revenue from other sources, including external grants and contracts, federal appropriations, health care services, tuition revenue growth, and private gifts. Of its total 2005-2006 budget of $570 million, the university will generate $469 million, while receiving $101 million from the state. Since 1998, USA has aggressively sought to increase its external funding. Each year, USA generates more than $30 million in competitive external contracts and grants, and the University has received more than $100 million in direct federal appropriations since 1998.
Announcing in the spring of 2006 a $75 million comprehensive fund-raising campaign, the University has dramatically increased its efforts to seek private philanthropic support in recent years. Private giving has risen from approximately $2 million per year five years ago to more than $11 million annually today. Highlights of USA’s first comprehensive campaign include more than $36 million raised to date, and the attainment of one of the largest single gifts in the history of Alabama higher education, a $22 million pledge to USA’s Mitchell Cancer Institute. Campaign USA is providing widely expanded opportunities for faculty, staff, students, alumni and community through enhancements in scholarships, faculty support, improvements in campus buildings and environment, advanced technology, enhanced cultural and athletic opportunities, and many others. Campaign USA is also serving as an important and visible public reminder of the leadership role USA plays in the quality of life for our state and beyond.

USA has been in the forefront of raising awareness of the need for significant reform to achieve equitable and adequate funding for higher education. The University works diligently with state, county, and local government leaders, legislative delegations, and the business community to advocate for additional state funding for higher education and to promote economic development initiatives.

Likewise, with the endorsement of key government and business leaders, the University is actively engaged in economic development initiatives of significant benefit to the state and region. Such initiatives include the $120 million USA Mitchell Cancer Institute and the USA Technology and Research Park. In addition to providing state-of-the-art cancer research and treatment, over the next few years the Institute is expected to create some 700 jobs, stimulate the development of biotechnology businesses, and have an economic impact of $1 billion.

Similarly, the Technology and Research Park boosts the economy while providing a link for faculty and students to rapidly expanding technology and biotechnology companies located in the Park. USA’s initiative in creating the Park is an excellent example of how strategic public-private partnerships can contribute to overall economic development while enhancing the academic mission of the institution. The Park attracts and retains clean and sustainable high-tech jobs, now employing more than 200 local citizens.

Finally, USA continues to look for innovative ways to support its students through non-traditional revenue sources for program enhancement. A primary example, previously listed under Goal 2, is a new project that will create a 500-student privately developed housing complex on the USA campus. This endeavor will provide much-needed, reasonably priced student housing, without the use of public funds or indebtedness. This public-private partnership is one of the first of its type in the country.
In summary, the University of South Alabama has aggressively tapped into both traditional and innovative sources of support to position itself to best meet the needs of the citizens it serves.

**Goal 5 - Workforce Development: Enhance economic prosperity by involving all segments of public education in Alabama’s economic future.**

In addition to providing direct employment for some 5,600 people in its region, through its teaching, research, and health system, the University of South Alabama plays a key leadership role in creating opportunities for all of Alabama’s citizens to achieve economic prosperity.

Throughout the curriculum, USA prepares students for the challenges of technologically advanced workplaces. With more than 51,000 graduates, USA has contributed to the workforce some 1,800 medical doctors, 11,700 teachers and school administrators, 5,400 nurses, 3,300 engineers, 2,000 accountants, 1,500 computer sciences professionals, as well as highly skilled workers in many other fields of study and career preparation in all of the institution’s nine colleges and schools.

Many of these educational programs are supported and enhanced through competitive external contract and grant funding, totaling some $30 million annually, and more than $100 million in direct federal appropriations since 1998.

USA’s Technology and Research Park represents a partnership between higher education and high-tech industry that will produce significant employment opportunities for Alabama citizens in technology fields. The Mitchell Cancer Institute is expected to generate some 700 jobs associated with research, patient treatment, and biotechnology.

In addition, University faculty, staff, and administrators are active in workforce development initiatives of area chambers of commerce and economic/community development organizations and are participating in the 2006 Workforce Development Summit.

Throughout the past three years of USA’s committed support of ACHE’s “State Plan for Higher Education, 2003-04 Through 2008-09,” the University of South Alabama has continued to serve in its traditional role as a major and visible player in the economic enhancement of the Gulf Coast region and beyond. USA has directly contributed to a highly educated workforce and has been central to regional economic development efforts that have led to creation of the high quality and sustainable jobs needed to secure the region’s economic health and overall quality of life.

September 1, 2006