

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES
FREDERICK P. WHIDDON ADMINISTRATION BUILDING
SUITE 130, BOARD ROOM**

COMMITTEE MEETINGS (Consecutive)

**JUNE 4, 2015
1:30 P.M.**

*** Items added or revised** **AGENDAS**

HEALTH AFFAIRS COMMITTEE Dr. Steve Stokes, Chair

Roll Call

Approve: [Minutes](#)

4 Recommendation to Approve: [USA Hospitals Credentials – February, March and April 2015](#)

5 Report: Health System and Health Sciences

ACADEMIC AND STUDENT AFFAIRS COMMITTEE Bettye Maye, Chair

Roll Call

Approve: [Minutes](#)

*** 6** Recommendation to Approve: [Tenure and Promotion](#)

7 Recommendation to Approve: [Revision of Resident and Non-Resident Tuition Policy](#)

8 Recommendation to Approve: [Creation of the Jaguar Investment Fund](#)

*** 9** Recommendation to Approve: [Tuition, Housing and Meal Plan](#)

10 Report: Academic Affairs

11 Report: Student Affairs

LONG-RANGE PLANNING COMMITTEE Jimmy Shumock, Chair

Roll Call

Approve: [Minutes](#)

12 Report: [USA Strategic Plan](#)

BUDGET AND FINANCE COMMITTEE Tom Corcoran, Chair

Roll Call

Approve: [Minutes](#)

13 Report: [Quarterly Financial Statements, Six Months Ended March 2015](#)

14 Report: Research and Economic Development

15 Recommendation to Approve: [Banking Resolution](#)

16 Recommendation to Approve: [Extension of Credit with Respect to the University's Purchasing Card Program](#)

17 Recommendation to Approve: [Purchase of Property](#)

*** 18** Recommendation to Approve: [Bond Issue](#)

AUDIT COMMITTEE John Peek, Chair

Roll Call

Approve: [Minutes](#)

DEVELOPMENT, ENDOWMENT AND INVESTMENTS COMMITTEE Jim Yance, Chair

Roll Call

Approve: [Minutes](#)

19 Report: [Endowment Investment Performance](#)

20 Recommendation to Approve: [Adjustment of Endowment Management Fee](#)

*** 21** Recommendation to Approve: [The Fanny and Bert Meisler Endowed Professorship in Jewish Studies](#)

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

**JUNE 5, 2015
10:30 A.M.**

AGENDA

Roll Call

*** 1** Approve: [Minutes](#)

2 Report: President's Report

3 Approve: [Board Meeting Dates](#)

CONSENT AGENDA

4 Approve: [USA Hospitals Credentials – February, March and April 2015](#)

*** 6** Approve: [Tenure and Promotion](#)

7 Approve: [Revision of Resident and Non-Resident Tuition Policy](#)

15 Approve: [Banking Resolution](#)

16 Approve: [Extension of Credit with Respect to the University's Purchasing Card Program](#)

HEALTH AFFAIRS COMMITTEE Dr. Steve Stokes, Chair

Report: Mitchell Cancer Institute

ACADEMIC AND STUDENT AFFAIRS COMMITTEE Bettye Maye, Chair

8 Approve: [Creation of the Jaguar Investment Fund](#)

*** 9** Approve: [Tuition, Housing and Meal Plan](#)

LONG-RANGE PLANNING COMMITTEE Jimmy Shumock, Chair

BUDGET AND FINANCE COMMITTEE Tom Corcoran, Chair

Report: Facilities Update

17 Approve: [Purchase of Property](#)

*** 18** Approve: [Bond Issue](#)

AUDIT COMMITTEE John Peek, Chair

DEVELOPMENT, ENDOWMENT AND INVESTMENTS COMMITTEE Jim Yance, Chair

20 Approve: [Adjustment of Endowment Management Fee](#)

*** 21** Approve: [The Fanny and Bert Meisler Endowed Professorship in Jewish Studies](#)

SPECIAL ACKNOWLEDGEMENT

*** 22** Approve: [Commendation of Mr. Stephen H. Simmons](#)

UNIVERSITY OF SOUTH ALABAMA

BOARD OF TRUSTEES



THURSDAY, JUNE 4, 2015:

1:30 p.m. Committee Meetings (Consecutive)

Administration Bldg., Rm. 130

FRIDAY, JUNE 5, 2015:

10:30 a.m. Board of Trustees Meeting

Administration Bldg., Rm. 130

UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES

STANDING COMMITTEES
2014-2016

EXECUTIVE COMMITTEE:

Dr. Steven P. Furr, **Chair pro tempore**
Hon. Kenneth O. Simon, **Vice Chair**
Mr. James H. Shumock, **Secretary**
Mr. E. Thomas Corcoran
Ms. Arlene Mitchell
Mr. John M. Peek
Mr. James A. Yance, Past Chair

DEVELOPMENT, ENDOWMENT & INVESTMENTS CTE.:

Mr. James A. Yance, **Chair**
Mr. E. Thomas Corcoran
Capt. Robert D. Jenkins
Hon. Kenneth O. Simon
Dr. Steven H. Stokes
Mr. Michael P. Windom

ACADEMIC AND STUDENT AFFAIRS COMMITTEE:

Ms. Bettye R. Maye, **Chair**
Ms. Chandra Brown Stewart
Dr. Scott A. Charlton
Capt. Robert D. Jenkins
Hon. Bryant Mixon
Mr. Michael P. Windom

HEALTH AFFAIRS COMMITTEE:

Dr. Steven H. Stokes, **Chair**
Ms. Chandra Brown Stewart
Dr. Scott A. Charlton
Ms. Bettye R. Maye
Ms. Arlene Mitchell
Hon. Kenneth O. Simon

AUDIT COMMITTEE:

Mr. John M. Peek, **Chair**
Dr. Scott A. Charlton
Capt. Robert D. Jenkins
Hon. Bryant Mixon
Hon. William S. Stimpson

LONG-RANGE PLANNING COMMITTEE:

Mr. James H. Shumock, **Chair**
Ms. Chandra Brown Stewart
Ms. Bettye R. Maye
Hon. Bryant Mixon
Mr. John M. Peek
Hon. William S. Stimpson
Mr. Michael P. Windom

BUDGET AND FINANCE COMMITTEE:

Mr. E. Thomas Corcoran, **Chair**
Ms. Arlene Mitchell
Mr. James H. Shumock
Hon. William S. Stimpson
Dr. Steven H. Stokes
Mr. James A. Yance

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**



AGENDA

MINUTES

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES
FREDERICK P. WHIDDON ADMINISTRATION BUILDING
SUITE 130, BOARD ROOM**

COMMITTEE MEETINGS (Consecutive)

JUNE 4, 2015

1:30 P.M.

*** Items added or revised** **AGENDAS**

HEALTH AFFAIRS COMMITTEE Dr. Steve Stokes, Chair

Roll Call

Approve: Minutes

4 Recommendation to Approve: USA Hospitals Credentials – February, March and April 2015

5 Report: Health System and Health Sciences

ACADEMIC AND STUDENT AFFAIRS COMMITTEE Bettye Maye, Chair

Roll Call

Approve: Minutes

* **6** Recommendation to Approve: Tenure and Promotion

7 Recommendation to Approve: Revision of Resident and Non-Resident Tuition Policy

8 Recommendation to Approve: Creation of the Jaguar Investment Fund

* **9** Recommendation to Approve: Tuition, Housing and Meal Plan

10 Report: Academic Affairs

11 Report: Student Affairs

LONG-RANGE PLANNING COMMITTEE Jimmy Shumock, Chair

Roll Call

Approve: Minutes

12 Report: USA Strategic Plan

BUDGET AND FINANCE COMMITTEE Tom Corcoran, Chair

Roll Call

Approve: Minutes

13 Report: Quarterly Financial Statements, Six Months Ended March 2015

14 Report: Research and Economic Development

15 Recommendation to Approve: Banking Resolution

16 Recommendation to Approve: Extension of Credit with Respect to the University's Purchasing Card Program

17 Recommendation to Approve: Purchase of Property

* **18** Recommendation to Approve: Bond Issue

AUDIT COMMITTEE John Peek, Chair

Roll Call

Approve: Minutes

DEVELOPMENT, ENDOWMENT AND INVESTMENTS COMMITTEE Jim Yance, Chair

Roll Call

Approve: Minutes

19 Report: Endowment Investment Performance

20 Recommendation to Approve: Adjustment of Endowment Management Fee

* **21** Recommendation to Approve: The Fanny and Bert Meisler Endowed Professorship in Jewish Studies

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

JUNE 5, 2015

10:30 A.M.

AGENDA

Roll Call

* **1** Approve: Minutes

2 Report: President's Report

3 Approve: Board Meeting Dates

CONSENT AGENDA

4 Approve: USA Hospitals Credentials – February, March and April 2015

* **6** Approve: Tenure and Promotion

7 Approve: Revision of Resident and Non-Resident Tuition Policy

15 Approve: Banking Resolution

16 Approve: Extension of Credit with Respect to the University's Purchasing Card Program

HEALTH AFFAIRS COMMITTEE Dr. Steve Stokes, Chair

Report: Mitchell Cancer Institute

ACADEMIC AND STUDENT AFFAIRS COMMITTEE Bettye Maye, Chair

8 Approve: Creation of the Jaguar Investment Fund

* **9** Approve: Tuition, Housing and Meal Plan

LONG-RANGE PLANNING COMMITTEE Jimmy Shumock, Chair

BUDGET AND FINANCE COMMITTEE Tom Corcoran, Chair

Report: Facilities Update

17 Approve: Purchase of Property

* **18** Approve: Bond Issue

AUDIT COMMITTEE John Peek, Chair

DEVELOPMENT, ENDOWMENT AND INVESTMENTS COMMITTEE Jim Yance, Chair

20 Approve: Adjustment of Endowment Management Fee

* **21** Approve: The Fanny and Bert Meisler Endowed Professorship in Jewish Studies

SPECIAL ACKNOWLEDGEMENT

* **22** Approve: Commendation of Mr. Stephen H. Simmons




MEMORANDUM

UNIVERSITY OF SOUTH ALABAMA

May 26, 2015

TO: USA Board of Trustees

FROM: James H. Shumock 
Secretary, Board of Trustees

Included herein are the unapproved minutes of Board meetings held on March 5 and 6, and April 24, 2015. Please review these documents for amendment or approval at the June 4 and 5 meetings of the Board of Trustees.

JHS:mgc

Attachments

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

**March 6, 2015
10:30 a.m.**

A meeting of the University of South Alabama Board of Trustees was duly convened by Dr. Steve Furr, Chair *pro tempore*, on Friday, March 6, 2015, at 10:30 a.m. in the Board Room of the Frederick P. Whiddon Administration Building.

Members Present: Chandra Brown Stewart, Scott Charlton, Tom Corcoran, Steve Furr, Ron Jenkins, Bettye Maye, Arlene Mitchell, Bryant Mixon, John Peek (phone), Jimmy Shumock, Ken Simon, Sandy Stimpson, Steve Stokes, Mike Windom and Jim Yance.

Member Absent: Robert Bentley.

Administration and Others: Harry Brislin, Joe Busta, Lynne Chronister, Karin Caswell, Monica Curtis, Mike Diehl (NAA), Joel Erdmann, Julie Estis (Faculty Senate), Ron Franks, Happy Fulford, Stan Hammack, Mike Haskins, Terry Hazzard (Bishop State), David Johnson, Nick Lawkis, Christopher Lynch, Doug Marshall (Faculty Senate), Abe Mitchell, Mike Mitchell, Kelly Osterbind, Steve Simmons, John Smith, Steven Trout, Jean Tucker, Tony Waldrop, Danielle Watson (SGA), Kevin West (Faculty Senate) and Kelly Woodford (Faculty Senate).

Press: Cassie Fambro (*Press-Register/al.com*) and Alyssa Newton (*Vanguard*).

The meeting was called to order and the attendance roll was called. Chairman Furr called for adoption of the revised agenda. On motion by Judge Simon, seconded by Mr. Shumock, the revised agenda was approved unanimously. Chairman Furr called for consideration of **ITEM 1**, the minutes of the Board of Trustees meeting held on December 5, 2014. On motion by Mr. Yance, seconded by Mr. Shumock, the minutes were approved unanimously.

Chairman Furr called for presentation of **ITEM 2**, the President's Report. President Waldrop expressed appreciation to the Board of Trustees for its support during his first year as USA President. He introduced National Alumni Association (NAA) President Mr. Mike Diehl, and conveyed his enjoyment of the Distinguished Alumni and Service Awards Gala that took place on March 5. He recognized Faculty Senate officers Drs. Julie Estis, President; Kevin West, Vice President; Kelly Woodford, Secretary; and Doug Marshall, Past President.

President Waldrop congratulated Judge Simon for his recent transition to the Denver-based mediation firm Judicial Arbiter Group, Inc. He advised of Dr. Mike Mitchell's appointment as Vice President for Student Affairs; of Mr. Christopher Lynch's appointment as Executive Director of Enrollment Services; and of Mr. Nick Lawkis' appointment as Assistant Director of Governmental Relations. He mentioned Mr. Steve Simmons' plans to retire effective June 1, and

stated Dr. John Smith would serve as Interim Vice President for Finance and Administration while a national search is conducted to fill the position.

President Waldrop commented on the five strategic priorities -- Student Success and Access; Enhancement of Research and Graduate Education; Global Engagement; Excellence in Health Care; and University-Community Engagement. He talked about a variety of speaking engagements with community groups at which the priorities are communicated. He said the University committees are working diligently on the priorities and progress reports will be made annually.

President Waldrop remarked on the University's observance of Black History Month in February and called attention to a photo display in the Whiddon Administration Building lobby featuring various activities, including the annual *Soul Food* luncheon and a performance by Mobile's renowned Excelsior Band.

President Waldrop called upon Ms. Chronister for a report on research activities. Ms. Chronister introduced Mr. Harry Brislin, Manager of the USA Technology and Research Park. Mr. Brislin expressed enthusiasm for his appointment to the position. Ms. Chronister discussed the significance of the School of Computing's prestigious seven-year redesignation by the U.S. National Security Agency and the Department of Homeland Security as a Center for Academic Excellence in Information Assurance/Cyber Defense, of which fewer than 50 are recognized in the country. She mentioned two large awards that resulted from the U.S. RESTORE Act. She said USA's Department of Marine Sciences and Center for Environmental Resiliency received \$6.8 million to be used over five years for environmental sciences and snapper population issues. She added that funding from the National Institute of Standards and Technology (NIST) will make possible the installation of a large wave flume, the only one in the southeastern United States. She reported on the University's partnership in a \$20 million grant awarded to Colorado State University's Disaster Resiliency Research Center.

Ms. Kelly Osterbind, University Registrar, discussed the expansion of Spring Commencement activities into two ceremonies since the growth in attendance has exceeded the seating capacity of the Mitchell Center Arena. She shared graduation statistics and stated other upgrades to the program include the addition of another ramp to exit the stage and sign language interpreters. She thanked the Faculty Senate for suggesting the second ramp.

As photos were shown, Mr. Fulford, Executive Director of Governmental Relations, reported on efforts to engage state and national legislators in University affairs. He presented charts detailing Alabama Education Trust Fund data and addressed economic factors that impact state funding. He discussed expectations for the legislature to act on Governor Bentley's appointment and reappointment of Trustees.

Ms. Danielle Watson discussed recent SGA initiatives, including adoption of the *LiveSafe* safety application for personal devices and the *OrgSync* campus engagement network. She thanked the

Board of Trustees for its support during her tenure as SGA President. Dr. Julie Estis reported on faculty and administrative collaborations relative to the incorporation of President Waldrop's five strategic priorities, and she stated policies and procedures are being assessed for possible updates. She discussed collaborative planning of a student convocation in the fall. She talked about *Board of Trustees Day* to be held on March 18, which will allow opportunities for students and faculty to interact with members of the Board. She stated all meeting minutes and initiatives of the Faculty Senate are posted on the Web site.

President Waldrop introduced Ms. Karin Caswell, Manager of Interior Design, for a report on the University's three-year Campus Sign Master Plan, to include installation of map kiosks at entrance portals, street directional signs, pedestrian signs and building signs. She talked about design consistency and the use of school colors and the USA logo, calling the project a branding opportunity. Photos were shown.

Dr. Waldrop called upon Dr. Erdmann for a report on Athletics activities. Dr. Erdmann expressed enthusiasm for the opportunity to recognize the great achievements of USA athletes. He reported that the Women's Soccer team won the regular fall season championship and the Sun Belt Tournament Championship. Under Head Coach Graham Winkworth, the Women's Soccer team ended the season with the highest national ranking in terms of the NCAA rating percentage index (RPI) in the history of the program with a team comprised of mostly freshmen and sophomores. He said the team had a fall cumulative GPA of 3.53. The athletes and coaches of the Men's Cross Country team filed into the room, and Dr. Erdmann stated the team won the Sun Belt Conference Championship under Head Coach Paul Brueske and Assistant Coach David Barnett. Photos of the athletes with tournament trophies were shown. Dr. Erdmann stated the championship was hosted locally at Battleship Park. The athletes shared biographical information, as did the coaches. Dr. Erdmann gave a brief summary of other team schedules and results. President Waldrop called upon Mr. Haskins, who discussed the Camellia Bowl held in Montgomery on December 20. Mr. Haskins introduced a spirited commercial that aired on ESPN, garnering USA's football team and the Institution national exposure.

Chairman Furr called for a report from the Health Affairs Committee. On behalf of Dr. Stokes, Committee Chair, Dr. Charlton stated that, at the March 5 meeting, the Committee voted unanimously to recommend Board approval of **ITEM 3** as follows. Chairman Furr called for a vote and the resolution was approved unanimously:

RESOLUTION
USA HOSPITALS MEDICAL STAFF APPOINTMENTS AND REAPPOINTMENTS
FOR NOVEMBER AND DECEMBER 2014, AND JANUARY 2015

WHEREAS, the Medical Staff appointments and reappointments for November and December 2014, and January 2015, for the University of South Alabama Hospitals are recommended for Board approval by the Medical Executive Committees and the Executive Committee of the University of South Alabama Hospitals,

THEREFORE, BE IT RESOLVED, that the Board of Trustees of the University of South Alabama approves the appointments and reappointments as submitted.

Dr. Charlton reported that the Committee voted unanimously to recommend Board approval of **ITEM 4** as follows. Chairman Furr called for a vote and the resolution was approved unanimously:

**RESOLUTION
NOMINEES FOR MOBILE COUNTY HOSPITAL BOARD**

WHEREAS, pursuant to the Certificate of Incorporation of the Mobile County Hospital Board, the University of South Alabama Board of Trustees is required to nominate in writing to the governing body of Mobile County, two (2) persons for the position of Director of the Corporation,

THEREFORE, BE IT RESOLVED, the University of South Alabama Board of Trustees hereby nominates Mr. Leo Dekle and Dr. Samuel Strada to be considered by the Mobile County Commission for the selection of one to serve on the Mobile County Hospital Board.

Dr. Charlton called upon Mr. Hammack to report on the activities of the Health System and Health Sciences, **ITEM 5**. Relative to facilitation of a Medicaid managed care organization for the Gulf Coast region, Mr. Hammack stressed the importance of outcomes, an element the University has consistently demonstrated through peer outperformance. He stated funding is a priority. He thanked the Board of Trustees for its support of the endeavor.

Chairman Furr called for a report from the Academic and Student Affairs Committee. Ms. Maye, Committee Chair, stated that, at the March 5 committee meeting, Dr. Johnson reported on state legislative authority related to distance education and Alabama's membership with the National Council for State Authorization Reciprocity Agreements, also known as SARA. She advised that Dr. Smith reported on housing projections for the 2015 fall semester, and that University Police Chief Aull reported on the *LiveSafe* security application that is being piloted within the University community.

Ms. Chronister introduced Dr. Steven Trout, Chair of the English Department and author of nine books. Flyers were distributed as Dr. Trout discussed collective memory studies that focus on how cultures recall historical events. He talked about the activities and projects of USA's Center for the Study of War and Memory, as well as the contributions of faculty members Dr. Susan McCready, the Center's Associate, and Frye Gaillard, Writer in Residence.

Ms. Maye reported that the Committee voted unanimously to recommend Board approval of **ITEM 7** resolutions as follows. Chairman Furr called for a vote and the resolutions were approved unanimously:

**RESOLUTION
HONORARY DOCTORATE DEGREE FOR DR. RICHARD E. LAPCHICK**

WHEREAS, the University of South Alabama seeks to honor exceptional individuals who have given a substantial part of their lives to serving others and who have distinguished themselves throughout their professional careers, and

WHEREAS, Dr. Richard E. Lapchick helped form and is the President and CEO of the National Consortium for Academics and Sport (NCAS), and

WHEREAS, Dr. Lapchick currently serves as Director of the DeVos Sport Business Management Program, and as Director of the Institute for Diversity and Ethics in Sport at the University of Central Florida, and

WHEREAS, Dr. Lapchick has served as a United Nations Senior Liaison Officer at the International Conference on the Middle East, the World Conference for the United Nations Decade for Women, and the United Nations Centre Against Apartheid, and

WHEREAS, Dr. Lapchick helped found the Hope for Stanley Foundation and the Center for the Study of Sport in Society at Northeastern University, and

WHEREAS, Dr. Lapchick is a prolific writer of 16 books, is a regular columnist for ESPN.com and The Sports Business Journal, has written more than 550 articles and given more than 2,800 public speeches, and is considered among the nation's experts on sport and social issues, and

WHEREAS, Dr. Lapchick has received numerous awards, including the Martin Luther King Fellowship, Kenneth Kaunda Award for Humanism, Ralph Bunch International Peace Award, Dryslongo Award for Combating Racism, and Women's Sports Foundation President's Award, and

WHEREAS, Dr. Lapchick is a board member of the Open Doors Foundation and serves on the advisory boards of the Women's Sports Foundation, the Alliance of Women Coaches, Harbor House and the Giving Back Fund,

THEREFORE, BE IT RESOLVED, for his academic accomplishments as a scholar of sport and social inequality, and for his service as a human rights activist and as a pioneer for racial equality, the University of South Alabama is pleased to bestow upon Dr. Richard E. Lapchick, this day, the degree of Doctor of Humane Letters (L.H.D.), *honoris causa*.

RESOLUTION

HONORARY DOCTORATE DEGREE FOR UNITED STATES SECRETARY OF THE NAVY RAY MABUS

WHEREAS, the University of South Alabama seeks to honor exceptional individuals who have given a substantial part of their lives to serving others and who have distinguished themselves throughout their professional careers, and

WHEREAS, Ray Mabus serves as the 75th United States Secretary of the Navy and leads America's Navy and Marine Corps, and

WHEREAS, Secretary Mabus has prioritized improving the quality of life of Sailors, Marines and their families, decreasing the Department's dependence on fossil fuels and strengthening partnerships and revitalizing the Navy's shipbuilding program, and

WHEREAS, Secretary Mabus prepared a long-term recovery plan for the Gulf of Mexico in the wake of the Deepwater Horizon oil spill that passed into law by Congress as the Restore Act which included a fund to aid in the Gulf Coast's recovery, and

WHEREAS, Secretary Mabus has traveled to over 100 countries to maintain and develop relationships with national and international officials and visit with Sailors and Marines forward deployed or stationed around the world, including 12 separate visits to Afghanistan in recognition of the sacrifice and service of Sailors and Marines deployed in combat zones, and

WHEREAS, Secretary Mabus has received his Bachelor's degree from the University of Mississippi, his Master's from Johns Hopkins University, and his Juris Doctorate in Law from Harvard University, and

WHEREAS, Secretary Mabus served as Governor of Mississippi from 1988 to 1992, and as Ambassador to the Kingdom of Saudi Arabia from 1994-1996,

THEREFORE, BE IT RESOLVED, for his commitment and service to the United States, and for his dedication to a strong and prosperous nation, the University of South Alabama is pleased to bestow upon Ray Mabus, this day, the degree of Doctor of Humane Letters (L.H.D.), *honoris causa*.

Chairman Furr called for a report from the Long-Range Planning Committee. Mr. Shumock, Committee Chair, stated that, at the meeting on March 5, Dr. Coleman gave an overview of the strategic planning process and efforts to update USA's Strategic Plan 2014-2017 in the coming months. He said the Board will consider the recommendations of the University Assessment Advisory Committee at its September meeting.

Chairman Furr called for a report from the Budget and Finance Committee. Mr. Corcoran, Committee Chair, stated that, at the March 5 Committee meeting, Mr. Simmons presented the financial statements for the three months ended December 2014 and Ms. Stokley, Chair of the Process Improvement Committee, delivered a report.

Mr. Corcoran stated the committee voted unanimously to recommend Board approval of **ITEM 12** as follows. Chairman Furr called for a vote and the resolution was approved unanimously:

**RESOLUTION
LINE OF CREDIT**

WHEREAS, the University of South Alabama desires to establish a \$5,000,000 revolving line of credit which will provide funds the majority of which will be used to finance the acquisition of property from the Mobile Area Water and Sewer System (MAWSS), and

WHEREAS, the University has received a variable interest rate quote on such a line of credit from Compass Bank of the one-month London Interbank Offered Rate (LIBOR) plus a spread of one percentage point (which spread remains fixed for the one-year term of the letter of credit and future renewals), which is a current market rate and which will reset monthly based on the then-current LIBOR rate,

THEREFORE, BE IT RESOLVED, the University of South Alabama Board of Trustees authorizes the establishment with Compass Bank of a \$5,000,000 unsecured revolving line of credit with a variable interest rate set at one-month LIBOR plus one percentage point, and

BE IT FURTHER RESOLVED, the University of South Alabama Board of Trustees authorizes the President and the Vice President for Finance and Administration of the University of South Alabama to execute, attest, acknowledge and deliver any documents required, and to take all actions necessary on behalf of the University of South Alabama to carry out the actions authorized by this resolution, and

BE IT FINALLY RESOLVED, the University of South Alabama Board of Trustees authorizes the President and the Vice President for Finance and Administration or their designees to initiate advances on the line of credit as needed.

Mr. Corcoran reported that the Committee voted to recommend Board approval of **ITEM 13** as follows. Chairman Furr called for a vote and the resolution was approved unanimously:

**RESOLUTION
CAPITAL TRANSFER FROM THE UNIVERSITY OF SOUTH ALABAMA HEALTH SYSTEM
TO THE USA HEALTHCARE MANAGEMENT, LLC**

WHEREAS, the University of South Alabama Health System created the USA HealthCare Management, LLC, in 2010 as its means to enter into broad healthcare opportunities, and

WHEREAS, the USA HealthCare Management, LLC, currently employs 59 percent of the University of South Alabama Health System employees, and

WHEREAS, the University of South Alabama is the sole member of the USA HealthCare Management, LLC, and

WHEREAS, the USA HealthCare Management, LLC, is the sole member of the Gulf Coast Regional Care Organization, created in 2014, and

WHEREAS, the Gulf Coast Regional Care Organization is exploring the opportunity to be the capitated Medicaid provider in the region, and

WHEREAS, the University of South Alabama Health System desires to capitalize the USA HealthCare Management, LLC, and

WHEREAS, this capital is necessary to meet Medicaid solvency requirements to establish a Health Home program and for other financial needs,

THEREFORE, BE IT RESOLVED, the Board of Trustees of the University of South Alabama authorizes the President to transfer \$2.5 million from the University of South Alabama Health System accounts to the USA HealthCare Management, LLC, as a capital investment.

Chairman Furr called for a report from the Audit Committee. On behalf of Mr. Peek, Committee Chair, Dr. Charlton stated that, at the March 5 Committee meeting, Mr. Simmons reported on the annual audit conducted by KPMG on Athletics procedures for compliance with NCAA standards.

Chairman Furr called for a report from the Development, Endowment and Investments Committee. Mr. Yance, Committee Chair, stated that, at the meeting on March 5, endowment performance for the quarter and since inception was reviewed, as was the National Association of College and University Business Officers' (NACUBO) endowment study for 2014. He summarized the data presented.

Concerning **ITEM 16** as follows, Chairman Furr called for comments from President Waldrop, who stated he held the late Dr. James Lowe in the highest regard. He introduced Dr. Terry Hazzard, Dean of Students at Bishop State Community College, and Dr. Furr read the resolution. On motion by Mr. Yance, seconded by Mr. Shumock, the Board voted unanimously to approve the resolution. Dr. Hazzard shared appreciation and invited the University community to attend Dr. Lowe's memorial service.

RESOLUTION
POSTHUMOUS RESOLUTION HONORING DR. JAMES LOWE, JR.,
PRESIDENT, BISHOP STATE COMMUNITY COLLEGE

WHEREAS, the University of South Alabama seeks to honor exceptional individuals who have given a substantial part of their lives to serving others and who have distinguished themselves throughout their professional careers, and

WHEREAS, Dr. James Lowe, Jr., was a teacher, head football coach, athletics director, principal and assistant superintendent, and served as an administrator with the Alabama State Department of Education, and

WHEREAS, Dr. Lowe served as Vice Chancellor for Instructional and Student Services in the Alabama Community College System; Vice Chancellor of College Operations at the Department of Postsecondary Education; Interim President of Northwest-Shoals Community College; and Dean of Academic Instruction at Chattahoochee Valley Community College, and

WHEREAS, Dr. Lowe was named Interim President in 2007 and made permanent President of Bishop State Community College in 2008, and

WHEREAS, Dr. Lowe provided the leadership required to bring Bishop State Community College from very difficult and challenging circumstances to an institution that now functions at a high level with a focus on serving the workforce training needs of a dynamic economy in Mobile and the surrounding areas, and

WHEREAS, Dr. Lowe was instrumental in forging partnerships with the University of South Alabama, and

WHEREAS, Dr. Lowe was a man who exhibited the highest level of honor, integrity and leadership in his personal and professional life,

THEREFORE, BE IT RESOLVED that the University of South Alabama hereby expresses its sincere appreciation to the late Dr. James Lowe, Jr., for his generous service in education to the State of Alabama, and

BE IT FURTHER RESOLVED that the University of South Alabama extends its most sincere condolences and deepest sympathies to the family, friends and colleagues of Dr. James Lowe, Jr., and its gratitude for his support and friendship.

Dr. Furr invited Trustees and guests to support the athletics exhibitions scheduled on Saturday, March 7. Judge Simon commended the University leadership for its participation in the events marking the 50th anniversary of “Bloody Sunday” in Selma.

There being no further business, the meeting was adjourned at 11:39 a.m.

Attest to:

Respectfully submitted:

James H. Shumock, Secretary

Steven P. Furr, M.D., Chair *pro tempore*

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

EXECUTIVE COMMITTEE

April 24, 2015

12:30 p.m.

A meeting of the Executive Committee of the University of South Alabama Board of Trustees was duly convened by Mr. Jimmy Shumock on behalf of Dr. Steve Furr, Chair *Pro Tempore*, on Friday, April 24, 2015, at 12:34 p.m. in the Board Room of the Frederick P. Whiddon Administration Building.

Members Present: Arlene Mitchell, John Peek (phone), Jimmy Shumock, Ken Simon (phone) and Jim Yance.

Members Absent: Tom Corcoran and Steve Furr.

Administration Harry Brislin, Lynne Chronister, Monica Curtis, Sam Fisher (Faculty
Others: Senate), Mike Haskins, John Smith, Jean Tucker and Tony Waldrop.

The meeting came to order and the attendance roll was called. Mr. Shumock called upon President Waldrop, who advised of authorization by the Research and Technology Corporation (RTC) Board of Directors to transfer corporation assets to the University of South Alabama. He asked Mr. Harry Brislin, Manager of the USA Technology and Research Park, to explain the advantages of taking the prescribed course of action. Mr. Brislin stated that the transfer would effect a windfall of cost savings. In particular, he said private insurance covering the Park has increased over time, whereas coverage provided by the state of Alabama via the University's policy would save \$70,000 annually. Another avenue to cut operating costs is cancelation of a private contract for telecommunication services, and using the University's telecommunications system, which will save \$5,000 per year. Sharing other utilities with the University will add to the savings. President Waldrop reiterated the unanimous approval of the RTC Board. On motion by Judge Simon, seconded by Ms. Mitchell, the Committee voted unanimously to approve the following resolution:

RESOLUTION

**TRANSFER OF ASSETS AND LIABILITIES FROM THE USA RESEARCH AND TECHNOLOGY CORPORATION
TO THE UNIVERSITY OF SOUTH ALABAMA**

WHEREAS, the USA Research and Technology Corporation ("Corporation"), a not-for-profit supporting organization of the University of South Alabama ("University"), was incorporated to further the educational and scientific mission of the University and its schools, colleges and departments; to promote the development of and to facilitate funding for infrastructure and services in Mobile, Alabama; and to attract high technology and scientific enterprises, and

WHEREAS, the Corporation has assets which include, but are not limited to, buildings and personal property that are located on land leased by the Corporation from the University and which comprise the Technology and Research Park, as well as other leases and buildings owned, and

WHEREAS, the Board of Directors of the Corporation deemed it to be in the best financial interest of the Corporation to transfer any and all assets and liabilities of the Corporation to the University and unanimously passed a resolution, a copy of which is attached hereto and incorporated by reference herein, stating same, and

WHEREAS, the Board of Trustees of the University deems it to be in the best financial interest of the Corporation and the University for the assets and liabilities of the Corporation not already assigned or directed elsewhere to be transferred in whole to the University,

THEREFORE, BE IT RESOLVED that the Board of Trustees of the University of South Alabama hereby authorizes the President of the University to accept at any time any and all assets and liabilities of the USA Research and Technology Corporation that have not previously been directed or assigned elsewhere.

There being no further business, the meeting was adjourned at 12:58 p.m.

Attest to:

Respectfully Submitted:

James A. Yance

James H. Shumock, Secretary

On behalf of:

Steven P. Furr, M.D., Chair *Pro Tempore*

**UNIVERSITY OF SOUTH ALABAMA
PRESIDENTIAL SEARCH COMMITTEE**

**January 15, 2014
1:30 p.m.**

A meeting of the University of South Alabama's Presidential Search Committee was duly convened by Judge Ken Simon, Committee Chair, on Wednesday, January 15, 2014, at 1:40 p.m. in the Board Room of the Frederick P. Whiddon Administration Building.

Members Present: Holle Briskman (NAA), Dr. Joe Busta, Riley Davis (SGA), Dr. Steve Furr, Stan Hammack, Janelle Johnson (AASA), Dr. Doug Marshall (Faculty Senate), Arlene Mitchell, Ken Simon, David Trent (Airbus), Dr. Allan Tucker, Dr. Alvin Williams and Jim Yance.

Member Absent: Beth Anderson.

Others: Drs. Phil Carr/Julie Estis/Kelly Woodford (Faculty Senate), Bill Funk (William R. Funk & Associates), Dr. Bob Shearer, Jimmy Shumock and Jean Tucker.

Press: Sally Ericson (Press-Register/al.com) and Stephanie Feather (*Vanguard*).

Chairman Simon called the meeting to order and welcomed the group. He recognized search consultant Mr. Bill Funk, and described the process thus far as productive. He thanked Committee members for their contributions and dedication, and asserted that continuation of the search was in the best interest of the University. He credited the media for delivering excellent coverage of the process, and remarked on the outstanding candidates who had visited the campus for interviews. He called for adoption of the minutes of the meeting held on December 6, 2013. On motion by Dr. Tucker, seconded by Ms. Briskman, the minutes were approved unanimously.

Citing a provision for discussion of good name and character, Chairman Simon called for a motion to convene an executive session for a duration of approximately one hour. On motion by Dr. Furr, seconded by Dr. Tucker, the Committee voted unanimously to convene an executive session, which began at 1:45 p.m.

Following the executive session, which concluded at 2:39 p.m., Chairman Simon advised that an interview with another candidate was possible in the near future. On motion by Dr. Furr, seconded by Dr. Tucker, the Committee voted unanimously to hold the next meeting of the Committee on Wednesday, February 19, 2014, at 3:00 p.m. Chairman Simon pledged to keep University constituents informed on developing plans.

There being no further business, and, on motion duly made and seconded, the Committee voted unanimously to adjourn the meeting at 2:43 p.m.

Attest to:

Respectfully Submitted:

James H. Shumock, Secretary

Kenneth O. Simon, Chair

RESOLUTION

BOARD MEETING SCHEDULE
2015-2016

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:

Friday, September 4, 2015

Friday, December 4, 2015

Friday, March 4, 2016

Friday, June 3, 2016

FURTHER, BE IT RESOLVED that the date of June 3, 2016, be designated as the annual meeting of the University of South Alabama Board of Trustees for 2015-2016.

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**



HEALTH AFFAIRS

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

HEALTH AFFAIRS COMMITTEE

**March 5, 2015
2:00 p.m.**

A meeting of the University of South Alabama Board of Trustees Health Affairs Committee was duly convened by Dr. Scott Charlton on behalf of Dr. Steve Stokes, Chair, on Thursday, March 5, 2015, at 2:00 p.m. in the Board Room of the Frederick P. Whiddon Administration Building.

Members Present: Chandra Brown Stewart, Scott Charlton, Bettye Maye, Arlene Mitchell, and Ken Simon.

Member Absent: Steve Stokes.

Other Trustees: Tom Corcoran, Steve Furr, Ron Jenkins, Bryant Mixon, Jimmy Shumock, Sandy Stimpson, Mike Windom and Jim Yance.

Administration and Others: Joe Busta, Lynne Chronister, Monica Curtis, Joel Erdmann, Julie Estis (Faculty Senate), Mike Finan, Ron Franks, Stan Hammack, Mike Haskins, David Johnson, Doug Marshall (Faculty Senate), Mike Mitchell, Danny Rickert, Steve Simmons, John Smith, Becky Tate, Jean Tucker, Tony Waldrop and Kevin West (Faculty Senate).

Press: Cassie Fambro (*Press-Register/al.com*), Alyssa Newton (*Vanguard*) and Alyson Stokes (*Lagniappe*).

The meeting came to order and the attendance roll was called. Dr. Charlton called for consideration of the minutes of the Committee meeting held on December 4, 2014. On motion by Ms. Brown Stewart, seconded by Ms. Maye, the minutes were approved unanimously.

Dr. Charlton moved for the approval of **ITEM 3**, a resolution authorizing the USA Hospitals medical staff appointments and reappointments for November and December 2014, and January 2015 (for copies of resolutions, policies and other authorized documents, refer to the minutes of the Board of Trustees meeting held March 6, 2015). Ms. Brown Stewart seconded and the Committee voted unanimously to recommend approval by the Board of Trustees.

Dr. Charlton called for consideration of **ITEM 4**, a resolution to approve the nomination of Mr. Leo Dekle and Dr. Samuel Strada for consideration by the Mobile County Commission for the selection of either to serve on the Mobile County Hospital Board of Directors. On motion by Ms. Brown Stewart, seconded by Ms. Mitchell, the Committee voted unanimously to recommend approval by the Board of Trustees.

Dr. Charlton asked for a report on the activities of the USA Health System and the Division of Health Sciences, **ITEM 5**. With regard to Alabama's transition to a Regional Care Organization (RCO) system for healthcare delivery, thereby addressing the inefficiencies long perpetuated

by an antiquated Medicaid structure, Mr. Hammack presented a visual overview on creation of the Gulf Coast Regional Care Organization (GCRCO). A map was shown depicting Alabama's division into regions, as was a facilitation timeline. Given USA's administration of the managed care organization PrimeHealth some years prior, Mr. Hammack stated the University is in an ideal position for execution of the GCRCO. He introduced USA Health Services Foundation (HSF) Executive Director Ms. Becky Tate and HSF Practice Director Mr. Danny Rickert, both of whom served as PrimeHealth officers. Ms. Tate and Mr. Rickert will serve as GCRCO Chief Executive Officer and Chief Financial Officer, respectively. Judge Simon asked if an RCO system would prompt improvements in healthcare delivery. Mr. Hammack affirmed that providers will be required to satisfy metrics, and the resulting data will guide progress. He added that the prospect of coordinating with rural physicians and hospitals to treat Medicaid patients will be a boon for the University. He stated the RCO model will allow providers to customize care based upon the needs of an area. Mr. Corcoran commented on the difficulty of meeting the objectives of improved quality and cost reduction, and asked that a cost analysis be presented at a future meeting. Mr. Hammack acknowledged the challenge, stating that the University is committed to transforming services. Judge Simon expressed concern that numerous rural pockets throughout the state have inadequate access to medical care. Mr. Hammack observed the importance of traditional providers subscribing to the RCO concept. Judge Simon suggested that the University be promoted as a leader in the RCO initiative.

There being no further business, the meeting was adjourned at 2:28 p.m.

Respectfully submitted:

Scott A. Charlton, M.D.

On behalf of:

Steven H. Stokes, M.D., Chair

RESOLUTION

**USA HOSPITALS MEDICAL STAFF APPOINTMENTS AND REAPPOINTMENTS
FOR FEBRUARY, MARCH AND APRIL 2015**

WHEREAS, the Medical Staff appointments and reappointments for February, March and April 2015 for the University of South Alabama Hospitals are recommended for Board approval by the Medical Executive Committees and the Executive Committee of the University of South Alabama Hospitals,

THEREFORE, BE IT RESOLVED that the Board of Trustees of the University of South Alabama approves the appointments and reappointments as submitted.

UNIVERSITY OF SOUTH ALABAMA

STANLEY K. HAMMACK
VICE PRESIDENT
HEALTH SYSTEM



TELEPHONE: (251) 471-7118
2451 FILLINGIM STREET, SUITE 2110
MOBILE, ALABAMA 36617-2293
FAX: (251) 471-7751

MEMORANDUM

REC'D
Office of the President

MAY 07 2015

University of South Alabama

TO: Tony G. Waldrop, Ph.D.
President

FROM: *Stan* Stan Hammack

DATE: May 6, 2015

A handwritten signature in black ink, appearing to read 'TGW', located to the right of the 'FROM' and 'DATE' fields.

Attached for review and approval by the Health Affairs Committee and the Board of Trustees are:

Resolution – University of South Alabama Hospitals Medical Staff Appointments and Reappointments for February, March and April, 2015

- Credentials Report – February, March and April, 2015

SKH:kh

Attachments

**UNIVERSITY OF SOUTH ALABAMA HEALTHCARE NETWORK
MEDICAL STAFF APPOINTMENTS/REAPPOINTMENTS
FOR BOARD OF TRUSTEE APPROVAL
February 2015, March 2015, and April 2015**

The following is a listing of recommendations for approval of new appointments, reappointments and other status changes of physicians and allied staff professionals. These have been reviewed and are recommended by the Medical Executive committee of the respective hospitals.

NAME	USACWH			USAMC			AMBULATORY CARE		
	Type/Stat	Category	Dept/Ser	Type/Stat	Category	Dept/Ser	Type/Stat	Category	Dept/Ser
Allen, Peter C., RN	New Appt.	Allied	Internal Medicine	New Appt.	Allied	Internal Medicine	NA	NA	NA
Andrews, Leslie L., CRNA	Reappoint.	Allied	Anesthesiology	Reappoint.	Allied	Anesthesiology	NA	NA	NA
Asher, William M., MD	Reappoint.	Consulting	Radiology	Reappoint.	Consulting	Radiology	NA	NA	NA
Ballard, Haley H., MD	Reappoint.	Consulting	Internal Medicine	Reappoint.	Active	Internal Medicine	Reappoint	Consult/Active	Internal Medicine
Baranano, Anne E., MD	Reappoint.	Courtesy	Surgery	Reappoint.	Courtesy	Surgery	NA	NA	NA
Barber, Matthew D., MD	Reappoint.	Courtesy	Orthopaedics	Reappoint.	Courtesy	Orthopaedics	NA	NA	NA
Barnett, Cody B., MD	New Appt.	Courtesy	Internal Medicine	New Appt.	Courtesy	Internal Medicine	NA	NA	NA
Bennett, Donna C., MD	Reappoint.	Active	OB/GYN	Reappoint.	Active	OB/GYN	Reappoint	Active	OB/GYN
Benson-Inge, Antrias, CMD	NA	NA	NA	Reappoint.	Allied	Radiology	NA	NA	NA
Bodie, Frankie, MD	Reappoint.	Active	OB/GYN	Reappoint.	Active	OB/GYN	Reappoint	Active	OB/GYN
Bolton, Janice A., RN	Reappoint.	Allied	Internal Medicine	Reappoint.	Allied	Internal Medicine	NA	NA	NA
Bradham, Kari, DO	Reappoint.	Active	Pediatrics	NA	NA	NA	Reappoint	Active	Pediatrics
Burckhardt, Barbara A., MD	Reappoint.	Consulting	Internal Medicine	Reappoint.	Active	Internal Medicine	Reappoint	Consult/Active	Internal Medicine
Butts, Charles C., MD	NA	NA	NA	New Appt.	Cont/Loc/Moon	Emergency Med.	NA	NA	NA
Calderson, Eduardo, MD	Reappoint.	Active	Internal Medicine	Reappoint.	Active	Internal Medicine	Reappoint	Active	Internal Medicine
Chilukuri, Madhu, Medical Physicist	NA	NA	NA	Reappoint.	Allied	Radiology	NA	NA	NA
Cho, Derrick H., MD	New Appt.	Active	Neurosurgery	New Appt.	Active	Neurosurgery	NA	NA	NA
Cordina, Steve M., MD	Reappoint.	Active	Neurology	Reappoint.	Active	Neurology	Reappoint	Active	Neurology
Crook, Errol D., MD	Reappoint.	Active	Internal Medicine	Reappoint.	Active	Internal Medicine	Reappoint	Active	Internal Medicine
Crook, Errol D., MD	Reappoint.	Active	Int. Med. Neph.	Reappoint.	Active	Int. Med. Neph.	Reappoint	Active	Int. Med. Neph.
Currier, Joseph M., Ph.D.	New Appt.	Allied	Psychiatry	New Appt.	Allied	Psychiatry	NA	NA	NA
Custodio, Haidee, MD	Reappoint.	Active	Pediatrics	NA	NA	NA	Reappoint	Active	Pediatrics
Dobbins, Devin M., RTT	NA	NA	NA	Reappoint.	Allied	Radiology	NA	NA	NA
Estis, Julie M., Ph.D.	Reappoint.	Allied	Surgery	Reappoint.	Allied	Surgery	Reappoint	Allied	Surgery
Eves, Matthew M., MD	NA	NA	NA	Reappoint.	Active	Internal Medicine	NA	NA	NA
Gallaspy, III, Glenn T., MD	Reappoint.	Courtesy	OB/GYN	NA	NA	NA	NA	NA	NA
Gavrilita, Cristina E., MD	Reappoint.	Active	Pediatrics	Reappoint.	Active	Pediatrics	Reappoint	Active	Pediatrics
Gilmore, Shannon M., MD	Reappoint.	Courtesy	OB/GYN	NA	NA	NA	NA	NA	NA
Granberry, Michael L., MD	Reappoint.	Courtesy	Orthopaedics	Reappoint.	Courtesy	Orthopaedics	NA	NA	NA
Graf, Jr., Curtis M., MD	New Appt.	Active	Surgery	NA	NA	NA	NA	NA	NA
Grimm, Jr., Leander M., MD	Reappoint.	Active	Surgery	Reappoint.	Active	Surgery	Reappoint	Active	Surgery
Gulati, Salil, MD	Reappoint.	Active	Surgery	Reappoint.	Active	Surgery	Reappoint	Active	Surgery
Hardin, Marie, Patient Care Tech.	Reappoint.	Allied	Internal Medicine	Reappoint.	Allied	Internal Medicine	NA	NA	NA
Helmer, II, Robert S., Pharm D.	NA	NA	NA	Reappoint.	Allied	Internal Medicine	NA	NA	NA
Hollands, Celeste M., MD	New Appt.	Active	Surgery	New Appt.	Active	Surgery	New Appt.	Active	Surgery
Holliday, Nicolette P., MD	Reappoint.	Active	OB/GYN	Reappoint.	Active	OB/GYN	Reappoint	Active	OB/GYN
Hooks, III, Samuel B., MD	NA	NA	NA	Reappoint.	Consulting	Internal Medicine	NA	NA	NA
Houston, Eileen D., CRNP	Reappoint.	Allied	Pediatrics	NA	NA	NA	Reappoint	Allied	Pediatrics

**UNIVERSITY OF SOUTH ALABAMA HEALTHCARE NETWORK
MEDICAL STAFF APPOINTMENTS/REAPPOINTMENTS
FOR BOARD OF TRUSTEE APPROVAL
February 2015, March 2015, and April 2015**

The following is a listing of recommendations for approval of new appointments, reappointments and other status changes of physicians and allied staff professionals. These have been reviewed and are recommended by the Medical Executive committee of the respective hospitals.

NAME	USACWH			USAMC			AMBULATORY CARE		
	Type/Stat	Category	Dept/Ser	Type/Stat	Category	Dept/Ser	Type/Stat	Category	Dept/Ser
Howard, IV, Clinton W., MD	Reappoint.	Courtesy	Orthopaedics	Reappoint.	Courtesy	Orthopaedics	NA	NA	NA
Hundley, Jr., Terry J., MD	Reappoint.	Consulting	Internal Medicine	Reappoint.	Active	Internal Medicine	Reappoint	Consult/Active	Internal Medicine
Hunter, Mary B., CRNP	NA	NA	NA	New Appt.	Allied	Emergency Med.	NA	NA	NA
Hupp, Carolyn J., CRNP	NA	NA	NA	Reappoint.	Allied	Internal Medicine	Reappoint	Allied	Internal Medicine
Ives, Jr., John M., MD	Reappoint.	Courtesy	OBGYN	NA	NA	NA	NA	NA	NA
Jernigan, Taylor D., Dental Assist.	New Appt.	Allied	Surgery	NA	NA	NA	NA	NA	NA
Jones, Kelly, DMD	Reappoint.	Allied	Surgery	NA	NA	NA	NA	NA	NA
Kidd, Jonathan, Patient Care Tech	Reappoint.	Allied	Internal Medicine	Reappoint.	Allied	Internal Medicine	NA	NA	NA
Labbe-Coldsmith, Elise E., Ph.D.	Reappoint.	Allied	Psychiatry	Reappoint.	Allied	Psychiatry	Reappoint	Allied	Psychiatry
Lairmore, David A., MD	Reappoint.	Active	Surgery	NA	NA	NA	NA	NA	NA
Lambrech, Lauren E., MD	Reappoint.	Courtesy	OB/GYN	NA	NA	NA	NA	NA	NA
Landry, Stephanie W., CRNP	New Appt.	Allied	Neurology	New Appt.	Allied	Neurology	New Appt.	Allied	Neurology
Lenz, Cara B., MD	Reappoint.	Courtesy	OB/GYN	NA	NA	NA	NA	NA	NA
Maggro, Anthony R., MD	NA	NA	NA	Reappoint.	Active	Emergency Med.	NA	NA	NA
Maitese, Carl, MD	Reappoint.	Active	Surgery	Reappoint.	Active	Surgery	NA	NA	NA
Mannion, Melissa Lee, MD	New Appt.	Refer & Follow	Pediatrics	New Appt.	Refer & Follow	Pediatrics	NA	NA	NA
Martinez, Jose, MD	Reappoint.	Active	Pediatrics	Reappoint.	Active	Pediatrics	Reappoint	Active	Pediatrics
McAndrew, III, John C., MD	Reappoint.	Courtesy	Orthopaedics	Reappoint.	Courtesy	Orthopaedics	NA	NA	NA
McGowin, Alinda G., MD	NA	NA	NA	New Appt.	Consulting	Surgery	NA	NA	NA
McQuiston, Samuel A., MD	Reappoint.	Active	Radiology	Reappoint.	Active	Radiology	Reappoint	Active	Radiology
Mobley, Norma D., MD	New Appt.	Active	Pediatrics	NA	NA	NA	NA	NA	NA
Ofts, Richard L., MD	Reappoint.	Courtesy	OBGYN	Reappoint.	Courtesy	OBGYN	NA	NA	NA
Panacek, Edward A., MD	New Appt.	Active	Evaluation Center	NA	NA	NA	NA	NA	NA
Panacek, Edward A., MD	NA	NA	NA	New Appt.	Active	Emergency Med.	NA	NA	NA
Panter, Anna K., CRNA	Reappoint.	Allied	Anesthesiology	Reappoint.	Allied	Anesthesiology	NA	NA	NA
Patel, Ashley J., CRNA	New Appt.	Allied	Anesthesiology	New Appt.	Allied	Anesthesiology	NA	NA	NA
Perry, Mark D., MD	Reappoint.	Active	Orthopaedics	Reappoint.	Active	Orthopaedics	Reappoint	Active	Orthopaedics
Peterson, Bendt P., MD	Reappoint.	Courtesy	Orthopaedics	Reappoint.	Courtesy	Orthopaedics	NA	NA	NA
Qureshi, Ghazanfar H., MD	Reappoint.	Active	Internal Medicine	Reappoint.	Active	Internal Medicine	Reappoint	Active	Internal Medicine
Ringold, Forrest G., MD	Reappoint.	Courtesy	Surgery	Reappoint.	Courtesy	Surgery	NA	NA	NA
Rocconi, Rodney P., MD	Reappoint.	Active	OBGYN	Reappoint.	Active	OBGYN	Reappoint	Active	OBGYN
Russell, John R., MD	Reappoint.	Active	Radiology	Reappoint.	Active	Radiology	Reappoint	Active	Radiology
Sanchez-Villanueva, Omar, MD	Reappoint.	Active	Pediatrics	Reappoint.	Active	Pediatrics	Reappoint	Active	Pediatrics
Seale, Michael J., Pharm D	NA	NA	NA	New Appt.	Allied	Internal Medicine	NA	NA	NA
Schilthuis, Alana J., MD	Reappoint.	Consulting	Internal Medicine	Reappoint.	Active	Internal Medicine	Reappoint	Consult/Active	Internal Medicine
Seaman, Rachel T., MD	NA	NA	NA	Reappoint.	Active	Emergency Med.	NA	NA	NA
Seaman, Rachel T., MD	Reappoint.	Active	Internal Medicine	Reappoint.	Active	Internal Medicine	Reappoint	Active	Internal Medicine
Simmons, Jon D., MD	Reappoint.	Active	Surgery (Peds)	Reappoint.	Active	Surgery (Peds)	Reappoint	Active	Surgery (Peds)
Simmons, Jon D., MD	Reappoint.	Active	Surgery (Trauma)	Reappoint.	Active	Surgery (Trauma)	Reappoint	Active	Surgery (Trauma)

**UNIVERSITY OF SOUTH ALABAMA HEALTHCARE NETWORK
MEDICAL STAFF APPOINTMENTS/REAPPOINTMENTS
FOR BOARD OF TRUSTEE APPROVAL
February 2015, March 2015, and April 2015**

The following is a listing of recommendations for approval of new appointments, reappointments and other status changes of physicians and allied staff professionals. These have been reviewed and are recommended by the Medical Executive committee of the respective hospitals.

NAME	USACWH			USAMC			AMBULATORY CARE		
	Type/Stat	Category	Dept/Ser	Type/Stat	Category	Dept/Ser	Type/Stat	Category	Dept/Ser
Smith, Susannah, CRNP	NA	NA	NA	Reappoint.	Allied	Internal Medicine	Reappoint	Allied	Internal Medicine
Stewart, Mary E., CRNP	Reappoint.	Allied	Pediatrics	NA	NA	NA	Reappoint	Allied	Pediatrics
Swingle, Hanes M., MD	Reappoint.	Active	Pediatrics	NA	NA	NA	Reappoint	Active	Pediatrics
Tan, Marcus C., MD	Reappoint.	Active	Surgery	Reappoint.	Active	Surgery	Reappoint	Active	Surgery
Taylor, Medea T., CCCSLP	Reappoint.	Allied	Surgery	Reappoint.	Allied	Surgery	Reappoint	Allied	Surgery
Terry, Jr., William J., MD	NA	NA	NA	New Appt.	Consulting	Surgery	NA	NA	NA
Tubbs, Candiann D., PCT	Reappoint.	Allied	Internal Medicine	Reappoint.	Allied	Internal Medicine	NA	NA	NA
Tyler, Shannon K., MD	Reappoint.	Active	Internal Medicine	Reappoint.	Active	Internal Medicine	Reappoint	Active	Internal Medicine
Wansley, Miranda, RN	New Appt.	Allied	Internal Medicine	New Appt.	Allied	Internal Medicine	NA	NA	NA
Ward, Brian H., Medical Physicist	NA	NA	NA	Reappoint.	Allied	Radiology	NA	NA	NA
Weaver, Katrina L., MD	NA	NA	NA	Reappoint.	Contr/Looc/Moon	Emergency Med.	NA	NA	NA
Wells, Rose A., CRNP	Reappoint.	Allied	Internal Medicine	Reappoint.	Allied	Internal Medicine	Reappoint	Allied	Internal Medicine
Wentworth, Mary E., DA	Reappoint.	Allied	Surgery	NA	NA	NA	NA	NA	NA
West, Jr., James D., MD	New Appt.	Courtesy	OB/GYN	NA	NA	NA	NA	NA	NA
Wood, Amanda L., RN	Reappoint.	Allied	OB/GYN	Reappoint.	Allied	OB/GYN	Reappoint	Allied	OB/GYN
Woods, Amy R., MD	NA	NA	NA	Reappoint.	Courtesy	Internal Medicine	NA	NA	NA
Change Requests									
Baliem, Wilma, CRNP	Added Priv.	Allied	Internal Medicine	Added Priv.	Allied	Internal Medicine	Added Priv.	Allied	Internal Medicine
Baliem, Wilma, CRNP	Deleted Priv.	Allied	Internal Medicine	Deleted Priv.	Allied	Internal Medicine	Deleted Priv.	Allied	Internal Medicine
Bullock, Lesli, CRNP	Added Priv.	Allied	Orthopaedics	Added Priv.	Allied	Orthopaedics	NA	NA	NA
Cash, Brooks D., MD	NA	NA	NA	Added Priv.	Active	Internal Medicine	Added Priv.	Active	Internal Medicine
Gonner, Jacqueline, CRNP	Added Priv.	Allied	Pediatrics	NA	NA	NA	Added Priv.	Allied	Pediatrics
Ives, Jr., John M., MD	Added Priv.	Courtesy	OB/GYN	NA	NA	NA	NA	NA	NA
Kothandapani, Virupaksha, Ph.D.	NA	NA	NA	Changed to	Refer and Follow	Psychiatry	NA	NA	NA
Landry, Stephanie, CRNP	Deleted Priv.	Allied	Neurology	Deleted Priv.	Allied	Neurology	Deleted Priv.	Allied	Neurology
Rocconi, Rodney P., MD	Added Priv.	Active	OB/GYN	Added Priv.	Active	OB/GYN	Added Priv.	Active	OB/GYN
Rusyniak, Walter G., MD	Added Priv.	Active	Neurosurgery	Added Priv.	Active	Neurosurgery	Added Priv.	Active	Neurosurgery
Sanchez Villaneuva, Omar A., MD	Added Priv.	Active	Pediatrics	Added Priv.	Active	Pediatrics	Added Priv.	Active	Pediatrics
Sawyer, Emily C., CRNP	NA	NA	NA	Deleted Priv.	Allied	Internal Medicine	Deleted Priv.	Allied	Internal Medicine
Semple, Henry C., MD	NA	NA	NA	Added Priv.	Courtesy	Surgery	NA	NA	NA
Stewart, Mary E., CRNP	Deleted Priv.	Allied	Pediatrics	NA	NA	NA	Deleted Priv.	Allied	Pediatrics
Leave of Absence Request									
Russo, Suzanne M., MD	LOA Request	Active	Radiology	LOA Request	Active	Radiology	LOA Request	Active	Radiology

UNIVERSITY OF SOUTH ALABAMA HEALTHCARE NETWORK
 MEDICAL STAFF APPOINTMENTS/REAPPOINTMENTS
 FOR BOARD OF TRUSTEE APPROVAL
 February 2015, March 2015, and April 2015

NAME	USACWH			USAMC			AMBULATORY CARE		
	Type/Stat	Category	Dept./Ser	Type/Stat	Category	Dept/Ser	Type/Stat	Category	Dept/Ser
Retired/Resigned									
Name	Reason	Date	Dept.	Reason	Date	Dept.	Reason	Date	Dept.
Andrews, Natasha, CRNP	NA	NA	NA	Resigned	1/30/2015	Internal Medicine	Resigned	1/30/2015	Internal Medicine
Andy, Shandra E., CRNM	Resigned	2/9/2015	OBGYN	NA	NA	NA	NA	NA	NA
Brown, Barry, MD	Retired	1/28/2015	Surgery	NA	NA	NA	NA	NA	NA
Collins, Charmaine D., RN	Resigned	1/12/2015	Internal Medicine	Resigned	1/12/2015	Internal Medicine	Resigned	1/12/2015	Internal Medicine
Forster, Kenneth, Ph.D.	NA	NA	NA	Resigned	1/28/2015	Radiology	Resigned	1/28/2015	Radiology
Gallaspy, Jr., Glenn T., MD	Resigned	3/6/2015	OBGYN	NA	NA	NA	NA	NA	NA
Gandy, Roy, MD	Retired	1/31/2015	Surgery	NA	NA	NA	NA	NA	NA
Gonzalez, Richard P., MD	Resigned	12/31/2014	Surgery	Resigned	12/31/2014	Surgery	Resigned	12/31/2014	Surgery
Greenleaf, III, Stephen E., DMD	Resigned	1/16/2015	Surgery	NA	NA	NA	NA	NA	NA
Grenoble, Severin W., MD	Resigned	3/25/2015	Psychiatry	Resigned	3/25/2015	Psychiatry	Resigned	3/25/2015	Psychiatry
Lacour, Fritz A., MD	NA	NA	NA	Retired	1/22/2015	Neurology	Retired	1/22/2015	Neurology
Lightfoot, William M., MD	Resigned	2/28/2015	Surgery	Resigned	2/28/2015	Surgery	Resigned	2/28/2015	Surgery
Long, Diana, DDS	Resigned	2/2/2015	Surgery	NA	NA	NA	NA	NA	NA
Lovell, Christopher, CRNP	Resigned	2/20/2015	Surgery	Resigned	2/20/2015	Surgery	Resigned	2/20/2015	Surgery
Lundy, Misty, RDH	Resigned	1/16/2015	Surgery	NA	NA	NA	NA	NA	NA
McNair, William Scott, MD	NA	NA	NA	Resigned	3/31/2015	Emergency Med.	Resigned	3/31/2015	Emergency Med.
Mehta, Mary, MD	Resigned	3/10/2015	Pediatrics	Resigned	3/10/2015	Pediatrics	Resigned	3/10/2015	Pediatrics
Moore, Julie, DA	Resigned	1/9/2015	Surgery	NA	NA	NA	NA	NA	NA
Reid, Myra M., PCT	Resigned	1/12/2015	Internal Medicine	Resigned	1/12/2015	Internal Medicine	Resigned	1/12/2015	Internal Medicine
Rubenstein, Howard J., MD	Resigned	2/28/2015	Family Medicine	Resigned	2/28/2015	Family Medicine	Resigned	2/28/2015	Family Medicine
Scott, Shanda, CRNP	NA	NA	NA	Resigned	2/3/2015	Internal Medicine	Resigned	2/3/2015	Internal Medicine
Spriggs, Daniel, MD	Resigned	3/13/2015	Family Medicine	Resigned	3/13/2015	Family Medicine	Resigned	3/13/2015	Family Medicine
Stauter, Kelly, CRNP	NA	NA	NA	Resigned	2/3/2015	Internal Medicine	Resigned	2/3/2015	Internal Medicine
Stewart, Tamara, RDH	Resigned	1/16/2015	Surgery	NA	NA	NA	NA	NA	NA
Taupeka, Paul, MD	NA	NA	NA	Resigned	2/12/2015	Surgery	Resigned	2/12/2015	Surgery
Taylor-Overholts, Tracey, CRNP	NA	NA	NA	Resigned	2/3/2015	Internal Medicine	Resigned	2/3/2015	Internal Medicine
Thompson, Pamela, CRNP	Resigned	2/23/2015	Family Medicine	Resigned	2/23/2015	Family Medicine	Resigned	2/23/2015	Family Medicine
Wood, Edmond E., MD	NA	NA	NA	Resigned	1/9/2015	Emergency Med.	Resigned	1/9/2015	Emergency Med.
Wrights, Sharienne, MD	Resigned	2/2/2015	Pediatrics	NA	NA	NA	NA	NA	NA

UNIVERSITY OF SOUTH ALABAMA HEALTHCARE NETWORK
MEDICAL STAFF APPOINTMENTS/REAPPOINTMENTS
FOR BOARD OF TRUSTEES APPROVAL


February 2015, March 2015, and April 2015


LEGEND:

- New Appt. Reappt. New application for medical/allied staff privileges recommended for approval.
Reappointment application for medical/ allied staff privileges recommended for approval.
- No Privs. No privileges requested
- Change in Status Added privileges
- Change Department
- Retired Resigned Moved, Retired or Resigned

RECOMMENDED BY:


Donna Lynn Dyess M.D., Chair of Medical Executive Committee or Chair Elect
USA Children's & Women's Hospital


William O. Richards, M.D., Chair of Medical Executive Committee or Chair Elect
USA Medical Center


Stanley K. Hammack
Vice President, USA Health Systems

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**



**ACADEMIC AND STUDENT
AFFAIRS**

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

**March 5, 2015
2:28 p.m.**

A meeting of the University of South Alabama Board of Trustees Academic and Student Affairs Committee was duly convened by Ms. Bettye Maye, Chair, on Thursday, March 5, 2015, at 2:28 p.m. in the Board Room of the Frederick P. Whiddon Administration Building.

Members Present: Chandra Brown Stewart, Scott Charlton, Ron Jenkins, Bettye Maye, Bryant Mixon and Mike Windom.

Other Trustees: Tom Corcoran, Steve Furr, Arlene Mitchell, Jimmy Shumock, Ken Simon, Sandy Stimpson and Jim Yance.

Administration and Others: Zeke Aull, Joe Busta, Lynne Chronister, Monica Curtis, Joel Erdmann, Julie Estis (Faculty Senate), Ron Franks, Stan Hammack, Mike Haskins, David Johnson, Doug Marshall (Faculty Senate), Mike Mitchell, Ravi Rajendra, Steve Simmons, John Smith, Jean Tucker, Tony Waldrop and Kevin West (Faculty Senate).

Press: Cassie Fambro (*Press-Register/al.com*), Alyssa Newton (*Vanguard*) and Alyson Stokes (*Lagniappe*).

The meeting came to order and the attendance roll was called. Ms. Maye, Committee Chair, called for consideration of the minutes for the Committee meetings held on December 4 and 5, 2014. On motion by Ms. Brown Stewart, seconded by Capt. Jenkins, the minutes were approved unanimously.

Ms. Maye called on Dr. Johnson for presentation of **ITEM 7**, a resolution to award honorary doctorate degrees to Spring Commencement speakers Dr. Richard Lapchick, DeVos Eminent Scholar Chair and Director, Sports Business Management Program, College of Business Administration at the University of Central Florida, and Secretary Ray Mabus, United States Navy (for copies of resolutions, policies and other authorized documents, refer to the minutes of the March 6, 2015, Board of Trustees meeting). Dr. Johnson shared background highlights for both individuals. On motion by Ms. Maye, seconded by Ms. Brown Stewart, the Committee voted unanimously to recommend approval by the Board of Trustees.

Dr. Johnson addressed **ITEM 6**, a report on the activities of the Division of Academic Affairs. He presented a visual overview on reciprocity in distance education, noting USA and other institutions are required to seek authorization from states for non-resident students who register for on-line classes. He described the system as exhaustive and inefficient, adding that staff had been hired to manage the documentation. As a remedy, he outlined the benefits of Alabama joining the National Council for State Authorization Reciprocity Agreements (SARA), and, with reference to the more than 2,000 out-of-state students enrolled for on-line classes at USA, he stressed the importance of

being proactive in this effort. He advised that Governor Bentley had signed legislation for the state's participation in SARA and had appointed President Waldrop to serve on a Reciprocity Committee with other university presidents. Dr. Johnson will serve as the lead negotiator for Alabama.

Ms. Maye called upon Dr. Smith for presentation of **ITEM 8**, a report on the activities of the Division of Student Affairs. With regard to construction of a new residence hall, Dr. Smith reminded the Committee that an architect had been engaged for room design and construction cost estimates. He discussed expectations for occupancy in the fall and answered questions about the Administration's effort to predict demand for housing on campus.

Dr. Smith introduced University Police Chief Zeke Aull, who discussed promotion of the *LiveSafe* application for mobile devices which allows students to report crime and emergencies, and request police assistance. One feature called *SafeWalk* enables students to register for GPS monitoring. A chart was viewed of the types of tips reported to the University Police via *LiveSafe*. Chief Aull expressed hopes for offering *LiveSafe* to students, faculty and staff free of charge. He said the launch of *LiveSafe* was a student-led initiative. He recognized SGA Senators Mr. Ravi Rajendra and Mr. Marcus Williams for their involvement.

There being no further business, the meeting was adjourned at 2:47 p.m.

Respectfully submitted:

Bettye R. Maye, Chair

RESOLUTION

TENURE AND PROMOTION

WHEREAS, in accordance with University policy, faculty applications for tenure and promotion have been reviewed by the respective faculty peers, Departmental Chair, College Dean, and by the Senior Vice President for Academic Affairs or the Vice President for Medical Affairs, and the President, and of those faculty considered, the following individuals are hereby recommended for tenure and/or promotion,

THEREFORE, BE IT RESOLVED, the University of South Alabama Board of Trustees approves and grants tenure and/or promotion to those individuals whose names are listed below to be effective August 15, 2015.

COLLEGE OF ARTS AND SCIENCES:

Promotion to Senior Instructor:
Jenny L. Faile

Promotion to Professor:
Larry W. Beason
Donald E. DeVore
Ted L. Poston

COLLEGE OF EDUCATION:

Tenure:
Susan F. Martin

Promotion to Associate Professor:
Susan F. Martin

Promotion to Senior Instructor:
Nancy B. Gaillard

Promotion to Professor:
André M. Green

COLLEGE OF MEDICINE:

Tenure:
Donna L. Cioffi
Sarah L. Sayner
Jon D. Simmons

Promotion to Professor:
Ananthasekar Ponnambalam
Thomas C. Rich
Michael L. Sternberg (primary)

Promotion to Associate Professor:
Tangela C. Atkinson
Donna L. Cioffi
Shikha Gupta
Terry J. Hundley
Samuel A. McQuiston
Sarah L. Sayner
Abdul H. Siddiqui
Jon D. Simmons
Ajay P. Singh (joint)
Victor G. Solodushko
Stephen T. F. Varner

COLLEGE OF NURSING:

Tenure:

Valorie C. Dearmon
James L. Harris
Alethea N. Hill

Promotion to Professor:

Sharon M. Fruh

Promotion to Associate Professor:

Henrietta W. Brown
Valorie C. Dearmon
Alethea N. Hill
Theresa F. Wright

MITCHELL CANCER INSTITUTE:

Promotion to Professor:

Rodney P. Rocconi

MITCHELL COLLEGE OF BUSINESS:

Promotion to Associate Professor:

Alan F. Chow

Promotion to Professor:

Alex P. Sharland

SCHOOL OF COMPUTING:

Tenure:

Todd R. Andel
Jingshan Huang

Promotion to Professor:

Todd R. Andel

Promotion to Associate Professor:

Jingshan Huang



MEMORANDUM

UNIVERSITY OF SOUTH ALABAMA

OFFICE OF ACADEMIC AFFAIRS

May 13, 2015

REC'D
Office of the President

TO: Tony G. Waldrop

FROM: G. David Johnson

MAY 1 2015

University of South Alabama

SUBJECT: Faculty Tenure and Promotion Recommendations, 2015

Given below are my recommendations for faculty tenure and promotions for 2015:

Recommend Awarding Tenure:

- Todd R. Andel – School of Computing
- Jingshan Huang – School of Computing
- Susan F. Martin - Department of Leadership and Teacher Education

Recommend Promotion to Senior Instructor:

- Jenny L. Faile – Department of Foreign Languages and Literatures
- Nancy B. Gaillard – Department of Leadership and Teacher Education

Recommend Promotion to Associate Professor:

- Alan F. Chow – Department of Management
- Jingshan Huang – School of Computing
- Susan F. Martin – Department of Leadership and Teacher Education

Recommend Promotion to Professor:

- Todd R. Andel – School of Computing
- Larry W. Beason – Department of English
- Donald E. DeVore – Department of History
- Andre M. Green – Department of Leadership and Teacher Education
- Ted L. Poston – Department of Philosophy
- Alex P. Sharland – Department of Marketing

All portfolios and recommendations with accompanying rationales are available for your review. Upon your final action, a resolution for the Board of Trustees will be forwarded.

Approved Tony G. Waldrop 5-14-15

Disapproved _____

GDJ/lat

MAY 29 2015

UNIVERSITY OF SOUTH ALABAMA

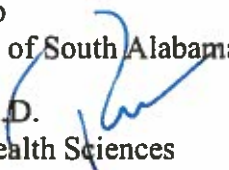
OFFICE OF THE VICE PRESIDENT
FOR HEALTH SCIENCES



University of South Alabama


TELEPHONE (251)460-7189
5795 USA DRIVE, N., CSAB ROOM 170
MOBILE, ALABAMA 36688-0002
FAX: (251)460-6369

TO: Dr. Tony G. Waldrop
President, University of South Alabama

FROM: Ronald D. Franks, M.D. 
Vice President for Health Sciences

Date: May 7, 2015

SUBJECT: Health Sciences Division Faculty Promotion and Tenure
Recommendations, 2015



Below are my recommendations for the Health Sciences Division faculty promotion and tenure for 2015. These recommendations are being forwarded to you for your approval and for approval by the Board of Trustees.

RECOMMENDED:

COLLEGE OF MEDICINE:

Tenure:

Donna L. Cioffi
Sarah L. Sayner
Jon D. Simmons

Promotion to Professor:

Ananthasekar Ponnambalam
Thomas C. Rich
Michael L. Sternberg (primary)

Promotion to Associate Professor:

Tangela C. Atkinson
Donna L. Cioffi
Shikha Gupta
Terry J. Hundley
Samuel A. McQuiston
Sarah L. Sayner
Abdul H. Siddiqui
Jon D. Simmons
Ajay P. Singh (joint)
Victor G. Solodushko
Stephen T. F. Varner

COLLEGE OF NURSING:

Tenure:

Valorie C. Dearmon

James L. Harris

Alethea N. Hill

Promotion to Associate Professor:

Henrietta W. Brown

Valorie C. Dearmon

Alethea N. Hill

Theresa F. Wright

Promotion to Professor:

Sharon M. Fruh

MAY 21 2015


University of South Alabama



MEMORANDUM

DATE: May 20, 2015

TO: Dr. Tony G. Waldrop, President
University of South Alabama

FROM: Michael A. Finan, M.D. 
Abraham Mitchell Chair
Director, USA Mitchell Cancer Institute

SUBJECT: Promotion Recommendation

This is to recommend the academic promotion of the following MCI faculty:

Rodney P. Rocconi, M.D. to Professor, Interdisciplinary Clinical Oncology (non-tenured)

The Mitchell Cancer Institute FCAPE Committee has reviewed the promotion package and has unanimously recommended approval.

MAF/sda

RESOLUTION

REVISION TO RESIDENT AND NON-RESIDENT TUITION POLICY

WHEREAS, the Veterans Access, Choice, and Accountability Act of 2014, Section 702, requires public colleges/universities to offer resident tuition to qualifying veterans, spouses, and dependents, and

WHEREAS, these changes require modifications to the Resident and Non-Resident Tuition Policy at the University of South Alabama, and

WHEREAS, the Board of Trustees of the University of South Alabama supports these modifications as part of the University's ongoing commitment to our service men and women, to our veterans, and to their families,

THEREFORE, BE IT RESOLVED, the Board of Trustees of the University of South Alabama approves and adopts the amended Resident and Non-Resident Tuition Policy as set forth in the document attached hereto.



MEMORANDUM
UNIVERSITY OF SOUTH ALABAMA


OFFICE OF ACADEMIC AFFAIRS

REC'D
Office of the President

MAY 12 2015

University of South Alabama

May 11, 2015

TO: Tony Waldrop
FROM: David Johnson 
COPY: Kelly Osterbind
SUBJECT: Resident and Non-Resident Tuition Policy



I have attached a revised Resident and Non-Resident Tuition Policy that addresses in-state tuition for veterans, spouses, and dependents qualifying under the Veterans Access, Choice, and Accountability Act, Section 702 and a draft of a Board of Trustees resolution for your review. As you may remember, the Registrar implemented these changes to remain in compliance with the Department of Veterans Affairs and we would now ask that the Board ratify the revised policy.

With your approval, I would ask that you place this on the agenda of the June 5, 2015 meeting of the Board of Trustees.

GDJ/nc

attachments

Residency

RESIDENT AND NON-RESIDENT TUITION POLICY

Students enrolling at the University of South Alabama who come to the state of Alabama from another state [with the exception of the Service Area in Florida (Escambia and Santa Rosa counties) and Mississippi (George, Greene, Harrison, Jackson, Perry, and Stone counties)] for the purpose of attending school will be considered a "non-resident student" for tuition purposes. The Office of Admissions determines a student's residency status at the time of admission. This determination is based on the application information, transcripts, and other documents required for admission and will default to "non resident" status if any out-of-state information is received. After the initial determination of a student's residency status, the status shall continue unchanged through all registrations at the university until and unless 1) a non-resident student provides satisfactory evidence that they are a resident of Alabama as defined by this policy, or 2) a student classified as a resident is absent from Alabama with the intent to become a resident in another state. Residency status is also reviewed at the time of readmission to the university after any absence of one year (three semesters) or more. At the discretion of the institution, residency status can be reviewed at any time.

A person or, if the person is a minor, the person's supporting person(s) who moves to Alabama or to the Service Area for the primary purpose of attending college shall not be considered to have demonstrated intent to establish domicile in the Alabama or the Service Area and will not generally be considered eligible for classification as a resident student. A person or, if the person is a minor, the person's supporting person(s) who establishes domicile in Alabama or the Service Area for the sole purpose of avoiding Alabama non-resident tuition will be subject to non-resident tuition.

Non-resident students who carry a full-time academic load for the fall or spring semester will be presumed to be in Alabama or in the Service Area for the primary purpose of attending college. These students will not be considered to have demonstrated the intent to establish domicile in Alabama or the Service Area and will remain subject to non-resident tuition.

A "resident student" for tuition purposes is one who, at the time of registration;

- Is not a "minor" and is a resident of the state of Alabama and has been a resident of the state for a least one year (12 consecutive months) immediately preceding the date of registration; or
- Is a "minor" whose "supporting person(s)" is a resident of the state of Alabama and has been a resident of the state for at least one year immediately preceding the date of registration; or
- Is not a "minor" and:
 - Is a full-time (not temporary) employee of the University of South Alabama or is the spouse of such an employee; or
 - Is employed as a graduate assistant or fellow at the University of South Alabama; or
 - Is able to verify full-time permanent employment within the state of Alabama and shall commence said employment not more than 90 days after registration (first day of classes) with the institution, or is the spouse of such an employee; or
 - Is a member or the spouse of a member of the United States military on full-time active duty stationed in Alabama under orders for duties other than attending school; or
 - Is a resident of any county within the University of South Alabama's Service Area (Florida: Escambia and Santa Rosa counties; and Mississippi: George, Greene, Harrison, Jackson, Perry, and Stone counties) and has been a resident of that county for at least one year immediately preceding the date of registration; or
 - Has been a member of the Alabama National Guard for a period of at least two years immediately preceding the student qualifying for resident tuition and continues to be a

- member of the Alabama National Guard while enrolled at the University of South Alabama; or
- Is a veteran of the Armed Forces of the United States, provided that the veteran has become a resident of Alabama and satisfies one of the following conditions:
 1. The veteran has served on active duty for a continuous period of time, not less than two years, and has received an honorable discharge as verified by a United States Department of Defense Form 214 within five years of enrolling at the University of South Alabama.
 2. The veteran is currently serving in a reserve component of the Armed Forces of the United States as verified by a memorandum from the commanding officer of the veteran student.
 3. The veteran has been assigned a service-connected disability by the United States Department of Veterans Affairs; or
- Is in a program or takes courses within an interstate consortium of colleges or universities that either offers reciprocal resident student tuition to residents of Alabama in the program or courses offered by colleges or universities not within Alabama, or is enrolled in a program or courses through an interstate consortium of colleges or universities that assesses tuition at a uniform rate for all students enrolled in that course or program; or
- Is an accredited member of or the spouse of an accredited member of a consular staff assigned to duties in Alabama; or
- Is a "minor" and whose "supporting person(s)":
 - Is a full-time employee (not temporary) of the University of South Alabama; or
 - Is able to verify full-time permanent employment within the state of Alabama and shall commence said employment not more than 90 days after registration (first day of classes) with the institution; or
 - Is a member of the United States military on full-time active duty stationed in Alabama under orders for duties other than attending school; or
 - Is an accredited member of a consular staff assigned to duties in Alabama; or
 - Is a resident of any county within University of South Alabama's Service Area and has been a resident of that county for at least one year immediately preceding the date of registration.
- Is a recipient of the Alabama G.I. Dependents' Scholarship administered through the Alabama Department of Veterans Affairs; or
- Qualifies under Section 702- "Tuition" of the Veteran's Access Choice and Accountability Act of 2015, providing for resident (in-state) tuition and fees for the following:
 - A Veteran using educational assistance under either Chapter 30 (Montgomery G.I. Bill - Active Duty Program) or Chapter 33 (Post 9/11 G.I. Bill), of Title 38, United States Code, who lives in the State of Alabama while attending a school located in the State of Alabama (regardless of his/her formal State of residence) and enrolls in the school within three years of discharge from a period of active duty service;
 - Anyone using transferred Post-9/11 G.I. Bill benefits (38 U.S.C. § 3319) who lives in the State of Alabama while attending a school located in the State of Alabama (regardless of his/her formal State of residence) and enrolls in the school within three years of the transferor's discharge from a period of active duty service;
 - A spouse or child using benefits under the Marine Gunnery Sergeant John David Fry Scholarship (38 U.S.C. § 3311(b) (9) who lives in the State of Alabama while

attending a school located in the State of Alabama (regardless of his/her formal State of residence) and enrolls in the school within three years of the Service member's death in the line of duty following a period of active duty service.

- Anyone described above while he or she remains continuously enrolled (other than during regularly scheduled breaks between courses semesters, or terms) at the same school. The person so described must have enrolled in the school prior to the expiration of the three-year period following discharge or death described above and must be using educational benefits under either Chapter 30 or Chapter 33, of Title 38, United States Code.

A non-resident student is one who does not meet the criteria for a "resident student" as specified in the preceding section.

The ultimate determination of residency status shall be made by the institution. In determining whether the student is in fact a resident of Alabama or a resident of the Service Area for the purposes of assessing a student non-resident fee, the burden of proof is on the student. A student can change their status from non-resident to resident student only by establishing a physical presence and place in Alabama or in the predefined Service Area and by providing clear and convincing evidence that, for 12 consecutive months prior to the semester of registration, this presence and place has been the student's or, if the student is a minor, the student's supporting person's single location at which they reside with the intent of remaining in that location indefinitely as evidenced by more substantial connections with that place than with any other place and not for the purposes of obtaining an education.

Definitions:

- **Minor Students:**
Minor Students are those students who lack the capacity to contract under the law of the State of Alabama because of their age (persons under 19 years of age or persons under 18 years of age if married) excluding those persons whose disabilities of non-age have been removed by a court of competent jurisdiction for a reason other than establishing a legal residence in Alabama.
- **Residence:**
For the purpose of this policy, a residence shall be the single location at which a person resides with the intent of remaining in that location indefinitely as evidenced by more substantial connections with that place than with any other place and not for the purposes of obtaining an education.
- **Resident:**
A person or, if the person is a minor, the person's supporting person(s) whose residence is in the state of Alabama or the defined Service Area and not for the purposes of obtaining an education.
- **Residence of a Minor Student:**
The residence of a minor student shall be the residence of his or her supporting parent unless neither parent has legal custody. When neither parent has legal custody, the residence of the minor student shall be the residence of the person having legal custody of the minor student.
- **Supporting person:**
If the student's parents are living together, the "supporting person(s)" may be either or both of the parents. If the parents are divorced or living separately, then either the parent having legal custody or the parent providing the greater amount of financial support of the two (verified by a copy of the most recent income tax return.) If both parents are deceased or if neither had legal custody, then supporting person shall be established in the following order: legal custodian of the student, and, if none, the guardian, and, if none, the conservator.
- **Service Area:**
The following counties in the states of Florida and Mississippi shall be defined as the University of South Alabama Service Area: in Florida: Escambia and Santa Rosa; in Mississippi: George, Greene, Harrison, Jackson, Perry, and Stone.
- **Resident/Non-resident Student:** In determining resident or non-resident classification, the primary issue is one of intent. If a person is in Alabama primarily for the purpose of obtaining an education, that person shall be considered a non-resident student.

How does a Non-resident student request reclassification of residency status for tuition purposes?

To be reclassified for tuition purposes, a non-resident student must prove by sufficient evidence, as determined by the institution, that he or she is a resident of the state of Alabama. A student's status as a resident student is determined by one of the following methods by proving that:

- The student has a residence in the state of Alabama which means the specific address in Alabama at which they reside; that they intend to remain there indefinitely; that they have more substantial connections with Alabama than with any other state; and that the student has established a physical presence and place that has been their true, fixed, and permanent place of habitation for the 12 consecutive months preceding the semester of registration; or
- The student is not a "minor" and is a full-time employee (not temporary) of the University of South Alabama or is the spouse of such an employee; or
- The student is able to verify full-time permanent employment within the state of Alabama and shall commence said employment not more than 90 days after registration (first day of classes) with the institution, or is the spouse of such an employee; or
- The student is a member or the spouse of a member of the United States military on full-time active duty stationed in Alabama under orders for duties other than attending school; or
- The student is a recipient of the Alabama G.I. Dependents' Scholarship administered through the Alabama Department of Veterans Affairs; or
- The student is a resident of any county within the University of South Alabama's Service Area and has been a resident of that county for at least one year immediately preceding the date of registration; or
- The student has been a member of the Alabama National Guard for a period of at least two years immediately preceding the student qualifying for resident tuition and continues to be a member of the Alabama National Guard while enrolled at the public institution of higher education; or
- The student is in a program or takes courses within an interstate consortium of colleges or universities that either offers reciprocal resident student tuition to residents of Alabama in the program or courses offered by colleges or universities not within Alabama, or is enrolled in a program or courses through an interstate consortium of colleges or universities that assesses tuition at a uniform rate for all students enrolled in that course or program; or
- The student is an accredited member of or the spouse of an accredited member of a consular staff assigned to duties in Alabama.

If the student is a minor, then the minors "supporting person," as that term is defined in the Non-resident Tuition Policy statement, must meet similar tests which are described in the Non-resident Tuition Policy.

In determining whether a student has a residence in Alabama, the University will evaluate the presence or absence of connections with the state of Alabama including, but not limited to, the following:

- Continuous physical presence in the state for a purpose other than attending school except for temporary absences for travel, military service, temporary employment, etc.
- Payment of income tax to the State of Alabama or Service Area in the previous calendar year.
- Voter registration in the State of Alabama or Service Area; more significantly certification of voting in the State of Alabama or Service Area that initially occurred at least 12 months prior to the initial registration of the student in Alabama at a public institution of higher education.
- Evidence of employment in the State of Alabama or Service Area for the 12 consecutive months prior to the semester of registration.
- In-state address and date shown on selective service registration, driver's license, automobile title registration, hunting and fishing license, insurance policies, stock and bond registrations, last will and testament, annuities, or retirement plans.
- Ownership of personal property in the state and payment of state taxes thereon (e.g. automobile, boat, etc.) and possession of state license plates.

- Ownership of a residence or other real property in the state and payment of state ad valorem taxes thereon; more significantly ownership of a residence other than the place where the student resides while in school.
- Residence in the state of a spouse, parents, or children.
- Transfer of all banking services to Alabama, such as "checking **and** savings" accounts, safe deposit boxes, and/or investment accounts.
- Financial transactions in the state or Service Area.
- Previous periods of residency in the state continuing for 12 months or more.
- Possession of state or local licenses to do business or practice a profession in the state.
- Membership in religious, professional, business, civic, or social organizations in the state not connected to their status as a student.
- Location within the state of the high school from which the individual graduated.
- Financial independence from non-Alabama resident parents or other relatives.
- Military records, such as Leave & Earning Statements, showing an in-state address. CO Letter indicating date of Assignment in Alabama or Service Area (for Active Duty Military).
- Documentation that Alabama is home state of record for returning military personnel.

This list is not meant to be all inclusive and merely describes examples of supporting evidence which may be considered in the determination of whether a student has more substantial connections with the state of Alabama than any other state. Supplying such supporting evidence does not guarantee classification as a resident.

For a student who is not a minor, factors which may show more connections with a state other than Alabama include, but are not limited to, the following:

- Student maintains ties with another state such as maintaining a driver's license in another state, or owning a house in another state.
- Student begins living in Alabama shortly before or only after being admitted to attend school in an Alabama university.
- Student lives in Alabama only while in school and returns repeatedly to another state during summer term, vacations, and holidays.
- A parent or other person who is not an Alabama resident provides more than minimal or occasional financial support.
- Student leaves personal possessions in another state and only brings to Alabama what is necessary for temporary stay.
- Student receives PLUS loan money from parents who are not Alabama residents.
- Student receives personal loans other than from a financial institution.
- Student obtains loans with co-borrowers who are non-Alabama residents.
- Student receives financial aid that requires the student to be a resident of another state.

Online Programs

Tuition and fees for programs delivered in a distance format are assessed based on a separate schedule approved by the Board of Trustees.

International Student Residency Status

In general, international students may apply for residence reclassification but must have the ability to remain indefinitely in the United States and otherwise meet the requirements of the Alabama Code and Board Rule 202. More specifically, a person must be a Permanent Resident Alien, Political Asylee, Political Refugee, or hold an A, E, G, H, I, L, O, P, R, TC, TD or TN visa to be eligible for review as an in-state resident for tuition purposes. Students who hold a B, F, J, or M visa are not eligible to establish Alabama residency unless their supporting person is an Alabama resident or is a full-time employee of a company party to an Alabama Free Trade Agreement.

Academic Common Market Non-Resident Tuition Remission

Academic Common Market (ACM) non-resident tuition remission (exemption) is available to students from certain states for specific academic programs. Application must be made first with the awarding state. The student must be a legal resident of that state and approved for a specific major at the University of South Alabama. Both undergraduate and graduate students are eligible to apply. The waiver is 100 percent of the non-resident tuition remission and will remain at this level unless the student's field of study changes, or a student no longer has full-time status.

A qualified student must maintain full-time status, remain in academic good standing and comply with all the requirements of the degree program. If a student changes their major from the approved ACM certified major, then they must inform the Office of the Registrar at USA of the change of status. The student will be responsible for the non-resident tuition for the remaining semesters at the University of South Alabama. To be eligible for the non-resident tuition remission during the first semester of enrollment, applications and resident verification must be submitted to and approved by the Office of the Registrar prior to the first day of class.

For more information about submission and deadlines, please contact the Office of the Registrar at (251) 460-6251. Students seeking information on the Academic Common Market waiver should contact the Academic Common Market at:

Southern Regional Education Board
592 10th St. N.W.
Atlanta, GA 30318-5776

Main phone: (404) 875-9211
Main fax: (404) 872-1477
<http://www.sreb.org/page/1304/academic-common-market.html>

RESOLUTION

CREATION OF THE JAGUAR INVESTMENT FUND

WHEREAS, student-managed investment funds have become common over the last decade as educational tools at universities, and

WHEREAS, the Mitchell College of Business is proposing to utilize funds it received from the generous bequest of the late Clarence M. Frenkel, Jr., made on behalf of himself and his late wife, Eleanor Ruth Frenkel, as well as from additional monies from the Mitchell Endowment for the formation of a student-managed investment fund to be called the *Jaguar Investment Fund*, and

WHEREAS, this student investment fund would benefit the University of South Alabama by helping recruit new students, by retaining existing students, by improving our graduates' job placements, and by increasing the prestige of the University of South Alabama and the Mitchell College of Business, and

WHEREAS, for the reasons outlined in the *Jaguar Investment Fund* Proposal attached hereto and incorporated herein by reference, the University believes it is in the best interest of the University and the Mitchell College of Business to create such a student-managed investment fund,

THEREFORE, BE IT RESOLVED, the University of South Alabama Board of Trustees, on the recommendation of the Mitchell College of Business and the Office of the Vice President for Finance and Administration after their completion of appropriate due diligence and obtaining approval of the University President, authorizes the University to found the *Jaguar Investment Fund*, and

BE IT FURTHER RESOLVED, the University of South Alabama Board of Trustees approves the Investment Policy Statement under which the *Jaguar Investment Fund* will operate, as outlined in the *Jaguar Investment Fund* Proposal attached hereto and incorporated by reference herein, and

BE IT FURTHER RESOLVED that any distributions of the fund will be made pursuant to the University's Endowment Spending Policy and administered through the Office of the Vice President for Finance and Administration, and

BE IT FINALLY RESOLVED, the University of South Alabama Board of Trustees expresses its deep appreciation for the generous contributions of Eleanor and Clarence Frenkel, and of Arlene Mitchell, the late Mayor Mitchell, and Abe Mitchell to establish the Mitchell Endowment, which have enabled the creation of the *Jaguar Investment Fund* in the Mitchell College of Business.



MEMORANDUM


UNIVERSITY OF SOUTH ALABAMA


REC'D
Office of the President

MAR 31 2015

March 31, 2015

University of South Alabama

TO: Tony Waldrop 

FROM: David Johnson 

SUBJECT: Creation of the Jaguar Investment Fund

Attached is a resolution with attachments for consideration by the Development, Endowment and Investments Committee concerning the creation of the Jaguar Investment Fund. The investment fund is a student managed investment fund housed within the endowment funds of the Mitchell College of Business. The formation of the fund is being facilitated by contributions by Mr. Clarence M. Frenkel, in memory of him and his wife Eleanor Ruth Frenkel as well as monies from Arlene and Abe Mitchell within the Mitchell Endowment. All distributions of the Jaguar Investment fund will be pursuant to the University's Endowment Spending Policy and administered through the office of Finance and Administration.

I feel it is in the best interest of the University and the Mitchell College of Business to create the Jaguar Investment Fund for the reasons outlined in the attached resolution with attachment.

With your approval, this item will be presented to the Board of Trustees at its meeting on June 5, 2015. Further, I recommend the adoption of the resolution by the Board of Trustees.

Thank you.

GDJ:njc

Attachments

Approved  4-1-15

Disapproved _____

Student Investment Fund Proposal
Mitchell College of Business
University of South Alabama

Bob Wood, Ph.D.
Mitchell College of Business, Dean

Kenneth Hunsader, Ph.D.
Department of Economics and Finance, Chair

Kyre Dane Lahtinen, Ph.D.
Jaguar Investment Fund Faculty Advisor

March 26, 2015

Preface

Student managed investment funds have become common over the last decade. As of 2008 there were more than 200 such funds in existence. A 2009 study found that, among 35 surveyed universities, the median student managed fund size was \$460,000 with 11 of the 35 funds managing at least \$1,000,000. Approximately 70% of the student managed funds surveyed invested at least 90% in equities.^{1, 2}

Mitchell College of Business student managed fund is expected to have an initial principle amount of \$250,000 from two sources. The college received a generous donation of \$100,000 from Clarence M. Frenkel, Jr. for the creation of a student managed investment fund; and, to assist with initial funding and as a sign of confidence in the fund's future student managers, the Mitchell College of Business is contributing an additional \$150,000 to the fund from the college endowment.

We believe the student investment fund will benefit the University by helping recruit new students, by retaining existing students, by improving our graduates' job placements, and by increasing the prestige of the University and the College.

This proposal incorporates thoughts and ideas from initial discussions within the University about how the University of South Alabama Student-Managed Fund at the University of South Alabama should function. Many sections of this proposal are based on documentation from well-established student investment funds at Florida State University, University of North Florida, and Salisbury University. All materials are used and/or modified with permission.

¹Trejos, Nancy, "U-Md. Students Bring their Real-Money Fund Home to a Surprising Finish," Washington Post 2008-05-11 Page F1 <http://www.washingtonpost.com/wp-dyn/content/article/2008/05/10/AR2008051000197.html?hpid=sec-business>

²Peng, Joe, Ronald Bremer, and William Dukes, 2008. "Evidence On Student-Managed Funds: A Survey of U.S. Universities," Business Education and Accreditation, Volume 1 Number 1

Contents

1	Overview	1
1.1	Fund Mission	1
1.2	Fund Objectives and Educational Goals	1
1.3	Method of Operation	2
1.4	Risk Control Overview	3
1.5	Trading Procedures	3
1.6	Performance Benchmark	3
2	Code of Ethics	4
3	Investment Policy Statement	6
3.1	Asset Allocation Guidelines	6
3.2	Performance	6
3.2.1	Benchmark	6
3.2.2	Reporting	6
3.3	Permitted Investments	7
3.3.1	Cash and Cash Equivalents	7
3.3.2	Equities	7
3.4	Trading Limits	7
3.4.1	Expressed Limits	7
3.4.2	Rebalancing Schedule	8
3.4.3	Violation of Limits	8
3.5	Fees	8
3.5.1	Management Fee Structure	8
3.5.2	Management Fee Uses	9
3.5.3	Management Fee Purpose	9
3.5.4	University Management Fee	9
3.6	Fund Perpetuation	9
3.7	Distribution Policy	9
4	Accounting Policies	10
5	Risk Controls	11
5.1	Risk Control Summary	11
5.2	Control Objectives	11
5.3	Control Procedures - Pre-Execution	13
5.4	Control Procedures - Execution and Post-Execution	13
5.5	Control Procedures - Unauthorized Trading and Position Monitoring	15
5.6	Segregation of Duties, Reporting and Account Access	15
5.7	Risk Control Responsibilities of the Faculty Advisor	16

6	Course Structure and Fund Implementation	20
6.1	Fund Branding and Marketing	20
6.2	Selecting Students	20
6.3	Faculty Advisor Roles	21
6.4	Student Roles	21
6.5	Example Fall Course Syllabus	24
6.5.1	Description	24
6.5.2	Course Objectives	24
6.5.3	Required Course Materials	25
6.5.4	Sakai and Other Online Resources	25
6.5.5	Student Assigned Roles	25
6.5.6	Participation	25
6.5.7	Analyst Reports	25
6.5.8	Project Portfolio	26
6.5.9	Grading Policy	26
6.5.10	Attendance	26
6.5.11	Excused Absence Policy	26
6.5.12	Academic Disruption Policy	27
6.5.13	Student Academic Conduct Policy	27
6.5.14	Students With Disabilities	27
6.5.15	Online Writing Support	27
6.5.16	Syllabus Change Policy	28
6.6	Example Spring Course Syllabus	29
6.6.1	Description	29
6.6.2	Course Objectives	29
6.6.3	Required Course Materials	30
6.6.4	Sakai and Other Online Resources	30
6.6.5	Student Assigned Roles	30
6.6.6	Participation	30
6.6.7	Analyst Reports	30
6.6.8	Project Portfolio	31
6.6.9	Grading Policy	31
6.6.10	Attendance	31
6.6.11	Excused Absence Policy	32
6.6.12	Academic Disruption Policy	32
6.6.13	Student Academic Conduct Policy	32
6.6.14	Students With Disabilities	32
6.6.15	Online Writing Support	33
6.6.16	Syllabus Change Policy	33

List of Tables

1	ASSET ALLOCATION GUIDELINES	6
2	SEGREGATION OF DUTIES	17
3	REPORT DISTRIBUTION SCHEDULE	17
4	ACCOUNT ACCESS	18
5	STUDENT SELECTION TIMELINE	21
6	COURSE SCHEDULE - STUDENT MANAGED INVESTMENT FUND I .	28
7	COURSE SCHEDULE - STUDENT MANAGED INVESTMENT FUND II .	33

1 Overview

This proposal aims to establish groundwork for The University of South Alabama Student-Managed Fund (Jaguar Investment Fund) at the University of South Alabama (USA). Jaguar Investment Fund has the dual purpose of meeting the investment mission established by the USA Board of Trustees (Board) and fulfilling the operational procedures and educational goals established by the Mitchell College of Business (MCOB) as defined herein.

1.1 Fund Mission

The Jaguar Investment Fund's mission is to advance the educational and career opportunities of its Student Managers (Student Manager as defined in Section 6.4), to achieve outstanding investment performance for its client, and to grow the Jaguar Investment Fund by building reserves and attracting new donors.

1.2 Fund Objectives and Educational Goals

The Jaguar Investment Fund's purpose is to introduce and teach students how to actively manage a portfolio. The objective of the Jaguar Investment Fund is to enrich student education through active participation in financial markets. Students perform stock selection and management of a real portfolio, thus gaining hands-on money management experience. They learn to deal with the uncertainty inherent in the process of estimating stock value and contrasting it to stock price. The process helps students to develop their intuition and provide a practical application for investment decisions. To accomplish these goals the Jaguar Investment Fund:

- provides students with real-world experience implementing investment selection and management principles
- offers students the opportunity to attain knowledge through the application of concepts learned in their coursework
- encourages students to acquire a deeper and more complex understanding of the concepts taught throughout their college studies
- exposes students to a number of alternative investment strategies
- increases students' verbal communication and presentation skills through weekly roundtable discussions on a variety of topics that relate to the active management of investment capital
- teaches prudent management practices by controlling the costs of managing and administering the fund.

1.3 Method of Operation

The Jaguar Investment Fund is managed by concentrating on four main functions: Active Investment Management, Economic Forecasting, Risk Management and Reporting, and Fund Perpetuation.

- **Active Investment Management:** The investment objective is to buy (sell) securities that are believed to be currently underpriced (overpriced) and have positive (negative) future prospects. Active Investment Management implies the Jaguar Investment Fund will make trades with both long-term and short-term horizons.

Decisions for long-term horizon trades rely on analysis which includes discounted cash flow models or other fundamentals based valuation techniques. Decisions for short-term horizon trades attempt to take advantage of mispriced securities brought about by investors' irrational beliefs and trading patterns. Some examples of such techniques are: Post-Earnings Announcement Drift, Momentum, and Overreaction (as defined by Debondt & Thaler). Short-term trading also looks for other opportunities such as industry and/or geographic over- or under-weighting, etc.

- **Economic Forecasting:** The research objective is to gauge the temperature of the market as a whole and keep the Jaguar Investment Fund abreast of any upcoming news or events that might affect current holdings or future investments. This is done through presenting routine reports consisting of macroeconomic variables, economic indicators, earnings report dates, and significant news releases.
- **Risk Management and Reporting:** This function monitors the Jaguar Investment Fund's holdings and exposures and produces reports for the Student Managers, the Faculty Advisor, potential donors, and others. Jaguar Investment Fund performance is monitored using daily brokerage statements, trade reports, and Excel workbooks constructed by the group's members.
- **Fund Perpetuation:** This function focuses on maintaining positive relationships with fund alumni, industry partners, potential donors, and other stakeholders. Additionally, this function manages the fund's marketing and brand presence and coordinates special projects.

To fulfill these four main functions the Student Managers serve in well defined roles including Financial Analyst, Economist, Political Analyst, Operations Manager, Risk Analyst, Accountant, Alumni Relations Director, and Special Projects Coordinator. In these several roles the Student Managers develop presentations and solicit approval of the proposed security purchase or sale or other Jaguar Investment Fund action.

1.4 Risk Control Overview

- A Jaguar Fund Oversight Committee (JFOC) functions within MCOB and provides direct oversight of the operations of the Jaguar Investment Fund. The JFOC includes the Dean of MCOB, the Chair of the Economics and Finance Department, and three other MCOB faculty members excluding the Jaguar Investment Fund Faculty Advisor.
- A system of checks and balances has been designed to assure transparency between Student Managers, the Faculty Advisor, JFOC, the Board, and any other stakeholders.
- Limits are placed on the percentage any given strategy or individual holding can represent relative to the fund's asset base.
- Any deviations from predetermined limits must be approved by the Jaguar Fund Oversight Committee.
- Stop loss and/or limit orders are placed on some trades to limit the exposure to adverse market movements.
- The Jaguar Investment Fund portfolio composition and its performance are monitored to confirm the fund is operating within applicable limits.

1.5 Trading Procedures

- All proposed trades must first be presented to the Student Managers and Faculty Advisor. All materials pertaining to the proposed trade must be distributed prior to their presentation.
- All trades must be approved by the Student Managers with no less than 70% supporting the action.
- All trades must be approved by the Faculty Advisor. The Faculty Advisor retains the right to veto any action voted upon by the Student Managers.
- Once approved, trades are executed by the Faculty Advisor.
- Access to the brokerage trading account is protected by a multi-factor authentication system. Said multi-factor authentication system is unknown to the Student Managers.

1.6 Performance Benchmark

- The Jaguar Investment Fund aims to achieve portfolio returns in excess of a benchmark of the S&P 500.

2 Code of Ethics

The trusteeship and investment management of educational funds demands the highest degree of confidence from beneficiaries of the funds and the University of South Alabama in general. Students and faculty members managing the Jaguar Investment Fund hold a public trust that obligates them to honesty and integrity in fulfilling the responsibilities to which they are appointed. Paramount in that trust is the principle that the Jaguar Investment Fund may not be used for personal gain or private advantage. The beneficiaries of the Jaguar Investment Fund expect Student Managers and faculty to perform their educational exercises in accordance with the highest ethical and moral standards and to conduct the business of the Jaguar Investment Fund in a manner that advances the students' and University's interests.

- Students and faculty shall maintain a duty of loyalty to the University and act in the best interests, and for the exclusive benefit, of the University.
- Students and faculty shall avoid personal, social, employment, or business activities and relationships that reflect adversely on the individual's objectivity, create conflicts of interest (including those related to the proper execution and management of investment decisions), impair their ability to make impartial decisions, or otherwise interfere with the proper performance of their official duties.
- Students and faculty shall provide documentation of any relationship, investment, financial position, or other activity that may be viewed as a conflict of interest with the interests of the Jaguar Investment Fund and University. This includes but is not limited to any personal holdings of securities that are also traded by the Jaguar Investment Fund.
- Students and faculty shall exercise prudence and integrity in the management of funds in their custody and in all financial transactions.
- Neither students nor faculty shall falsify or fail to record proper entries on any books or records of the Jaguar Investment Fund, or knowingly sign or permit the issuance of any statement or report which contains any misstatement or which omits any material fact.
- Students and faculty shall abide by approved practices and recommended standards set forth by the Jaguar Fund Oversight Committee.
- Student Managers and faculty have an affirmative duty to immediately report directly to either the Jaguar Fund Oversight Committee or University faculty, any student or faculty related fraud or misconduct (whether actual or suspected), student or faculty material error that adversely affects the Jaguar

Investment Fund assets or interests, misrepresentation or omission of material information in internal and external reporting, and any violations of laws, rules, or Jaguar Investment Fund policies.

- The University shall investigate any report upon first being made aware of the alleged fraud, misconduct, misrepresentation, error, or omission under this provision.

3 Investment Policy Statement

This Investment Policy Statement (IPS) is established to meet the objectives, guidelines, and restrictions required by the USA Board of Trustees.

3.1 Asset Allocation Guidelines

The Jaguar Investment Fund will be nominally an all-equity based fund. The strategic asset allocation of the investment portfolio is listed in Table 1.

Table 1: ASSET ALLOCATION GUIDELINES

ASSET CATEGORY	LOWER LIMIT	UPPER LIMIT
Large Cap Equity	30%	60%
Mid Cap Equity	0%	30%
Small Cap Equity	0%	20%
International Equity (ADRs)	0%	20%
REIT	0%	10%

*Any portion of the portfolio held in cash will be automatically swept daily into a money market mutual fund by the custodian.

3.2 Performance

3.2.1 Benchmark

The Jaguar Investment Fund aims to achieve portfolio returns in excess of a benchmark of the S&P 500. The performance of the Jaguar Investment Fund may also be benchmarked against a more appropriate index, such as the MSCI All Country World Index, as it may more accurately reflect the asset mix of the the fund.

3.2.2 Reporting

In addition to written reports as provided in section 5.6, the Student Managers will provide an oral report and presentation of the Jaguar Investment Fund's performance, reasoning behind trades, and other pertinent information at least once a semester to the Jaguar Fund Oversight Committee and at least once annually to University Finance and Administration or the President's Administrative Council.

3.3 Permitted Investments

3.3.1 Cash and Cash Equivalents

Cash and cash equivalents will be used to maintain a minimal level of liquidity and provide a temporary parking place for current income and realized capital gains, or as a strategic part of the portfolio asset allocation. Cash positions will consist of:

- Money market funds
- U.S. Treasury Bills
- Fundamentally equivalent investment vehicles

3.3.2 Equities

Equity investments will be used by the Jaguar Investment Fund to provide capital appreciation and dividends. Qualifying equity investments will only consist of exchange traded and listed securities including:

- Common stock of domestic corporations listed on major US stock exchanges
- Preferred stock of domestic corporations listed on major US stock exchanges
- ADRs of foreign corporations listed on major US stock exchanges
- Domestically listed equity ETFs and equity mutual funds

3.4 Trading Limits

3.4.1 Expressed Limits

Portfolio construction and transactions recommended by the s must adhere to the following guideline:

- The goal of the Jaguar Investment Fund is to be fully invested in equities, however market conditions may dictate higher allocations in cash and cash equivalents or equity ETFs and equity mutual funds.
- No initial position allocation will represent more than 5% of the overall fund value.
- No single trade position will represent more than 8% of the overall fund value.
- No one industry will represent more than 15% of the market value of the equity portfolio.
- No one sector will represent more than 25% of the market value of the equity portfolio. This implies that the Jaguar Investment Fund's equity portion will at all times be represented by at least 4 sectors.

- Let industries and sectors be defined as the S&P 500 industries and sectors.

3.4.2 Rebalancing Schedule

The Jaguar Investment Fund will be rebalanced to its trading limits at least at the end of each academic semester or the months of December, April, and August. Fund managers must consider transaction costs and avoid costly excessive rebalancing. Occasionally, price changes may cause violations of the above limits. Any limit violation will require a plan of action and the anticipated schedule for rectifying the violation.

3.4.3 Violation of Limits

Any exceptions to the above limits must be discussed by the Student Managers, Faculty Advisor, and Jaguar Fund Oversight Committee. The details and underlying justification for any deviation from the above limits will be documented and reported to the Jaguar Fund Oversight Committee. Deviations from the above limits must be approved by the Jaguar Fund Oversight Committee and must stay within the following guidelines:

- No initial position allocation will represent more than 9% of the overall fund value.
- No single trade position will represent more than 14% of the overall fund value.
- No one industry will represent more than 20% of the market value of the equity portfolio.
- No one sector will represent more than 30% of the market value of the equity portfolio.
- Let industries and sectors be defined as the S&P 500 industries and sectors.

3.5 Fees

3.5.1 Management Fee Structure

The Jaguar Investment Fund will charge a fee based off an industry standard rate for the fund size and investment style of 1.00% of assets under management. No fee may be charged in years that would reduce the fund value below its initial level of \$250,000.

3.5.2 Management Fee Uses

Any revenue generated from a fee must only be used for the advancement of the educational experience and supplemental professional learning opportunities of the Student Managers. For example, the fees may help cover the cost of research materials, performance monitoring software, trips to competitions or other educational events such as the RISE and Quinnipiac investment conferences, CFA luncheon participation, etc. All distributions of fees must be approved by the Jaguar Fund Oversight Committee.

3.5.3 Management Fee Purpose

Receiving a fee for the management of the Jaguar Investment Fund reinforces the paradigm that the students are the managers; their job managing the fund is a real experience; their work directly translates into more resources for the fund. Charging a fee instills a greater level of responsibility in the Student Managers.

3.5.4 University Management Fee

The Jaguar Investment Fund will be exempt from paying the standard University of South Alabama money management, record keeping, and accounting fee usually paid by outside managers.

3.6 Fund Perpetuation

The corpus of the fund should not be reduced below the original funding amount of \$250,000.

3.7 Distribution Policy

Once the fund reaches \$500,000, a formal distribution policy should be considered to create funding for student learning initiatives such as scholarships or to provide additional funding for educational experiences and supplemental professional learning opportunities. For example, the distributions would be in the target range of 0.50% to 1.00%. This distribution would be in addition to the regular management fee. No distribution may be made that would reduce the fund value below its initial level of \$250,000.

4 Accounting Policies

The Jaguar Investment Fund operates as a fund within the University's endowment and as such complies with established accounting standards for the endowment.

5 Risk Controls

5.1 Risk Control Summary

Our system of internal risk controls is designed to provide reasonable assurance that:

- only approved and relevant transactions are authorized, initiated, executed, and recorded;
- the transactions are initiated, executed, valued, and recorded properly and on a timely basis;
- errors in execution are detected as early as possible;
- Student Managers are not provided trade authority;
- access to the brokerage account is protected by a multi-factor authentication system
 - The first is a username and password that are kept confidential by the Faculty Advisor.
 - The second is a token generated by the Jaguar Investment Fund’s broker which must be entered in conjunction with the username and password to gain account access. The exact token methodology will depend upon which broker is selected by the Jaguar Investment Fund.

5.2 Control Objectives

An important aspect of our internal controls is to segregate the duties of operational and accounting tasks to help prevent misappropriation, fraud, and/or error. The records maintained by the Faculty Advisor and distributed routinely to interested parties will contain all necessary information to:

- verify brokerage account positions and transactions;
- provide accurate and transparent monthly, quarterly, and annual reports to the Jaguar Fund Oversight Committee, University Finance and Administration, and USA Board of Trustees.
- ensure Jaguar Investment Fund adheres to overall University endowment policies and maintains non-expendable portions of the corpus as outlined in sections 3.5 and 3.7.

The following sections detail individual control objectives and indicate which functions should be performed to ensure these objectives are met. These control objectives and procedures are monitored by the Jaguar Investment Fund’s Risk Management Group, Faculty Advisor, and Jaguar Fund Oversight Committee.

Internal Controls

- A Jaguar Fund Oversight Committee (JFOC) has been organized within the Mitchell College of Business. JFOC functions within MCOB and provides direct oversight of the operations of the Jaguar Investment Fund.
 - The JFOC includes the Dean of MCOB, the Chair of the Economics and Finance Department, and three other MCOB faculty members excluding the Jaguar Investment Fund Faculty Advisor. It is anticipated that membership in this committee will change through time. Proper notification will be sent to all impacted parties.
 - The Jaguar Fund Oversight Committee will review all audits, tax forms, and monthly reports associated with the Jaguar Investment Fund.
 - After reviewing the monthly report provided by the Faculty Advisor, the committee will issue a statement on any possible problems or concerns they have identified.
 - If deemed necessary, the committee will then meet with the fund’s Faculty Advisor to go over their findings and to discuss any concerns.
- Automated reports detailing Jaguar Investment Fund performance, current holdings, executed trades and other important metrics will be sent out on a weekly basis.
 - These reports are generated and forwarded daily from the brokerage account.
 - The Jaguar Investment Fund’s Risk Management Group has produced an automated report to confirm the fund remains within the position limits described in section 3.4.

Trade Controls

- Internal documents produced by Student Managers include the purpose, goals, and other relevant details of any transaction.
- Any approved transaction is executed in a timely fashion by the Faculty Advisor.
- Diligence is taken to assure that the execution price is consistent with the price limit authorized by fund’s Student Managers and Faculty Advisor.
- The transaction, once executed, is properly recorded and reported.
- Financial accounting for the change in value and cash flow between the custodian and the Jaguar Investment Fund is properly reflected in the internal financial statements in accordance with generally accepted accounting principles (GAAP).

These control objectives are achieved by following the procedures described below.

5.3 Control Procedures - Pre-Execution

Trade Approval

- The Faculty Advisor oversees the Jaguar Investment Fund and addresses potential disputes among Student Managers.
- The Jaguar Investment Fund Student Managers conduct research, apply appropriate due diligence, and then present their proposal to the class.
 - All materials pertaining to the proposal must be distributed prior to the presentation.
 - During presentations, group members must address questions and issues from other Student Managers and the Faculty Advisor.
 - Presentations must include a recommendation on the size of the position as well as a target return or price and a plan for exiting the position.
- Student Managers and the Faculty Advisor confirm that the proposed trade falls within the established fund limits and guidelines.
- If the investment proposal is judged appropriate by the Jaguar Investment Fund's Risk Management Group and Faculty Advisor, the Student Managers determine whether or not they are in favor of the proposal. Once debate on the trade's merits is concluded, a poll is taken for every recommendation.
- If the proposal receives at least 70% of votes in its favor, the trade is considered approved contingent on approval from the Faculty Advisor.
- After final approval is granted by the Faculty Advisor, the decision is recorded and all efforts are taken to execute the trade promptly.

Contingency Trade Policy

- In cases where the primary Faculty Advisor is unable to perform the trade approval and execution duties, a contingent faculty advisor selected from the Jaguar Fund Oversight Committee or the Department Chairman will be granted the authority to temporarily approve and execute trades.

5.4 Control Procedures - Execution and Post-Execution

Trade Execution

- Trades are executed on the broker's trading platform.

- After a trade is executed, the Faculty Advisor receives an e-mail notification from the brokerage containing confirmation and an internal trade ticket.
- All trades are reported to the Department Chair and Jaguar Fund Oversight Committee. Daily trade reports are also e-mailed to an established e-mail list.

Post-Execution Policies

- If possible, the Jaguar Investment Fund utilizes professional class risk management and reporting software.
- Routine (daily to monthly) reports detailing open positions, settlement prices, and cash balances are forwarded to established e-mail lists.
- The Jaguar Investment Fund's Risk Management Group updates a position report daily that compares the current portfolio holdings to established targets and limits.
- Regular reports detailing the fund's performance are furnished to the Student Managers, Jaguar Fund Oversight Committee, Department Chair, University Finance and Administration, USA Board of Trustees, and any other interested parties.
 - Performance is reported as the percentage return for the month (or other applicable time period if required). The contemporaneous return of the Jaguar Investment Fund's overall benchmark is also reported.
 - The percentage return is calculated by taking the period's ending portfolio value over the portfolio's starting value and subtracting one, $[(V1/V0) - 1]$.
- Internal audit reviews are performed to help ensure compliance with the policies and procedures.
- During any scheduled university breaks the Faculty Advisor and any Student Managers that are available maintain the portfolio.
- During the summer semester the Faculty Advisor maintains the portfolio in accordance with predetermined guidelines voted upon by the Student Managers prior to leaving for the summer. A limited number of students may work with the Faculty Advisor during the summer as part of a special topics or directed individual study course to fulfill the predetermined guidelines for the fund.
- If the Faculty Advisor is not present, a contingent faculty advisor will assume the role and duties of the Faculty Advisor and assist the Student Managers in administering the Jaguar Investment Fund.

- The Student Managers, with assistance from the Risk Management Group and the Faculty Advisor, monitor the performance of the fund's holdings. Any underperforming securities, securities that have reached their targets, or securities that no longer satisfy the goals of the fund are sold.
- The Student Managers provide quarterly updates on securities that contributed meaningfully to the fund's performance. These updates are then included in the Jaguar Investment Fund Quarterly Report.

5.5 Control Procedures - Unauthorized Trading and Position Monitoring

One key component in the detection of unauthorized trading is to maintain a system of multiple contacts with Jaguar Investment Fund trade account information. Other key procedures include authorization of all trading activity and approval of all cash movements by the Faculty Advisor and a member of the Jaguar Fund Oversight Committee or Department Chairman.

Documenting Trades and Transactions

Original confirmations of all trades and transactions, monthly statements, and any other correspondence from the brokerage account will be sent to the Faculty Advisor, the Jaguar Investment Fund Risk Management Group, the Jaguar Fund Oversight Committee, and the Department Chairman.

5.6 Segregation of Duties, Reporting and Account Access

A fundamental element of internal control is the segregation of certain key duties. The basic idea is that no employee should be in a position both to perpetrate and to conceal errors or fraud in the normal course of their duties. In general, the principal incompatible duties to be segregated are:

- Custody of assets
- Authorization or approval of related transactions affecting those assets
- Recording or reporting of related transactions

The lists in Tables 2 and 3 should be viewed as representative of the current status but it can (and will) change with time. The structure will change, for instance, as individuals request more (or less) frequent updates or as new reports are generated.

The Jaguar Investment Fund's assets are currently expected to be held in a brokerage trading account that is comprised of all equities and other financial securities. The table 4 outlines the current permissions granted for this account.

Please see Figure 1 for visual representation of the authority hierarchy of the Jaguar Investment Fund.

5.7 Risk Control Responsibilities of the Faculty Advisor

The core responsibilities of the Faculty Advisor to the Jaguar Investment Fund will be to monitor and advise the Student Managers, execute trades as directed by the Student Managers, provide oversight in the day to day operations of the fund, and generate reports as required.

Specifically, the Faculty Advisor:

- will meet with the Student Managers at least once weekly to hear suggestions for the portfolio, receive updates on the fund's current performance and risk measures, and discuss the future economic outlook.
- will avoid any undue influence in the selection or recommendations for the buying and selling of any securities to the portfolio, but will confirm that any suggestions the Student Managers make are in compliance with the guidelines established for the Jaguar Investment Fund.
- will have veto power over any trade suggestion made by the Student Managers if the suggested trade does not conform to the return and risk goals of the Jaguar Investment Fund or if a proposal lacks research of sufficient quality and depth.
- will execute the trade, either a buy or sell order, and confirm that the order was executed accurately when a trade is agreed upon by the Student Managers.
- may require additional information from the Student Managers or a revote if market conditions substantially differ between the time the vote occurs and when the trade may reasonably be placed.
- should receive a number of reports detailing the status of the portfolio. Trade confirmations are sent daily to the Faculty Advisor. These reports are automatically forwarded to an established e-mail distribution list.

Table 2: SEGREGATION OF DUTIES

DUTIES	STUDENT MANAGERS	RISK MGMT. GROUP	FACULTY ADVISOR	JAGUAR FUND OVERSIGHT COMMITTEE	UNIVERSITY INVESTMENT MANAGER	PROFESSIONAL ACCOUNTANT
Security Selection	X					
Trade Approval	X					
Trade Veto		X	X			
Trade Execution			X			
Trade Review	X	X		X		
Position Limits		X	X			
Report Generation	X	X	X			
Monthly Reconciliation				X	X	
Auditing						X

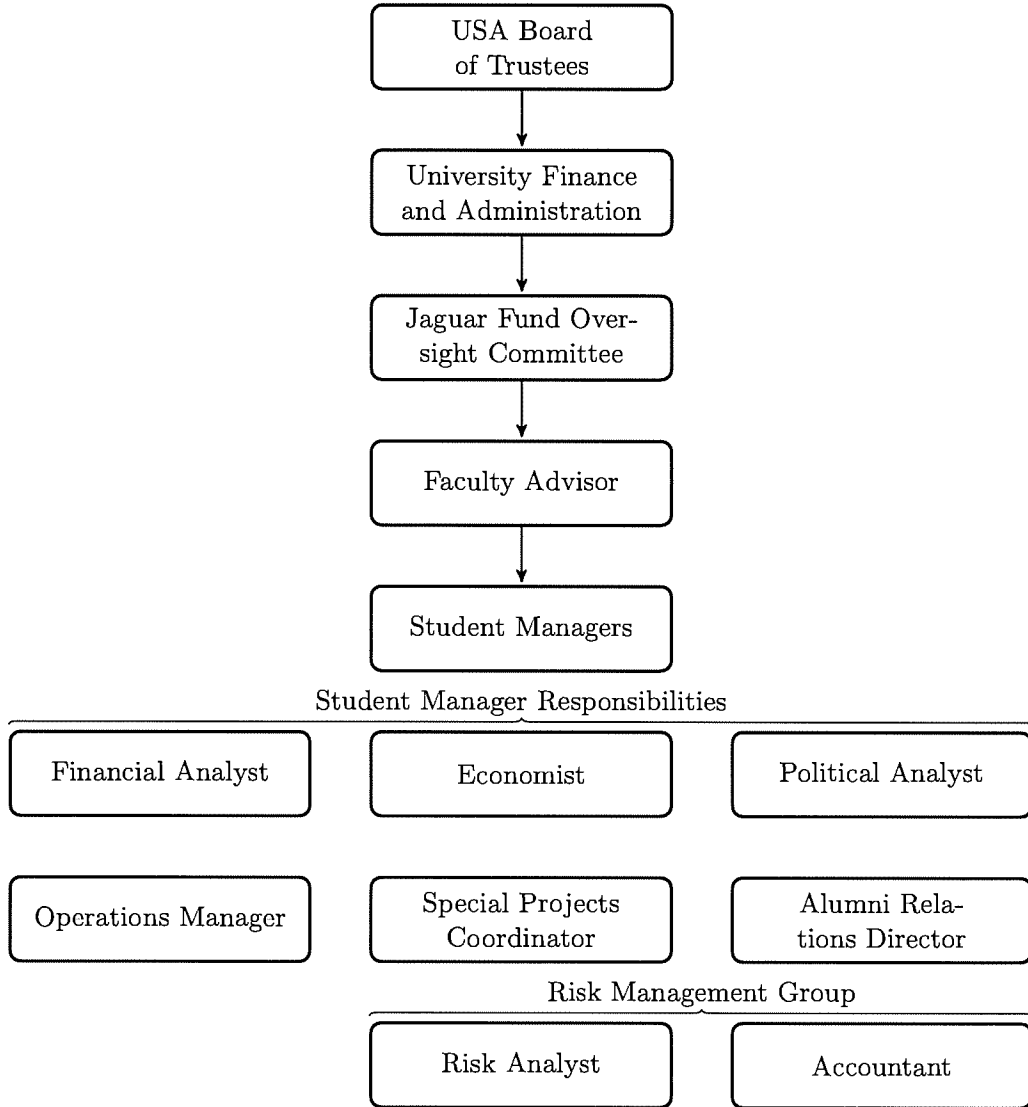
Table 3: REPORT DISTRIBUTION SCHEDULE

REPORT	STUDENT MANAGERS	RISK MANAGEMENT GROUP	FACULTY ADVISOR	JAGUAR FUND OVERSIGHT COMMITTEE	UNIVERSITY INVESTMENT MANAGER	VP FOR FINANCIAL AFFAIRS	USA BOARD OF TRUSTEES
Daily Brokerage Statement		X	X				
Weekly Brokerage Statement	X			X			
Monthly Brokerage Statement	X	X			X		
Daily Trade Summary	X	X	X	X			
Quarterly Jaguar Investment Fund Report	X	X	X	X	X	X	
Annual Jaguar Investment Fund Report	X	X	X	X	X	X	X

Table 4: ACCOUNT ACCESS

ACCESS GRANTED	FACULTY ADVISOR	FINANCE DEPARTMENT CHAIRMAN	JAGUAR INVESTMENT FUND OVERSIGHT COMMITTEE	UNIVERSITY INVESTMENT MANAGER
Brokerage (Trading)	X			
Brokerage (Report Generation)	X	X	X	X

Figure 1: Organizational Chart



6 Course Structure and Fund Implementation

6.1 Fund Branding and Marketing

The fund should be professionally branded including:

- consistent look and feel of official logo, letterhead, business cards, polos, etc
- online presence including past fund performance and Alumni
- distributable materials for academic advisors and recruiters to distribute to potential, incoming, or existing students

The MCOB has committed to cover the continuing costs of branded materials such as letterhead, business cards, polos, etc.

6.2 Selecting Students

Becoming a Student Manager of the Jaguar Investment Fund is a competitive process. The fund accepts no more than 12 students each year. In order to be eligible for the application process a student must have successfully completed FIN 420 Investments with a grade of at least B. Although most students are likely to be Economics or Finance undergraduate majors, no particular major is excluded, whether undergraduate or graduate, as long as the student has completed FIN 420 Investments or a suitable replacement with a grade of at least B. Any student that has successfully completed both FIN 420 Investments and FIN 421 Portfolio Management will receive extra consideration. The application will contain questions to ascertain:

- Scholastic Aptitude
- Writing And Communication Ability
- Interest in Investments as a Field
- Personal Experience Investing
- Relevant Work or Internship Experience
- Future Career Aspirations

The Jaguar Investment Fund Faculty Advisor and the Department of Economics and Finance Chair review all applications and select a group of finalists. All finalists may be interviewed by the Faculty Advisor or one member of the Jaguar Fund Oversight Committee. A determination is made on which students will be admitted to the fund by the Faculty Advisor and the Jaguar Fund Oversight Committee. The Faculty Advisor notifies those applicants admitted to the fund. Admitted students

will be provided with Jaguar Investment Fund reports, list of books, and other materials to review during the summer in order to be prepared for the fall semester.

Students admitted to the Jaguar Investment Fund agree to work with the fund for two consecutive semesters beginning in the fall and ending in the spring. Students that do not earn a grade of at least B during the fall semester will be rendered ineligible for the spring semester.

The student admission process will usually follow the timeline contained in Table 5. However, the Jaguar Fund Oversight Committee reserves the right to modify the timeline or admit students to the Jaguar Investment Fund should special circumstances arise.

Table 5: STUDENT SELECTION TIMELINE

EVENT	DATE
Application availability begins	March 1
Application deadline	April 20
Admitted students notified	May 15

6.3 Faculty Advisor Roles

The Faculty Advisor is responsible for fulfilling all duties as laid forth in sections 1.2 and 5.7. Furthermore, the Faculty Advisor fosters a professional environment where the Student Managers learn the appropriate attitudes, comportment, and activities befitting professional managers.

The Faculty Advisor reinforces the paradigm that the students should identify the USA Board of Trustees as the client. This removes abstraction from the fund. The fund is not just some money the students manage. The fund contains money that belongs to a client. The Faculty Advisor ensures the Student Managers manage the money in accordance with the client's expectations and wishes.

6.4 Student Roles

Each Student Manager serves in the role of Financial Analyst and at least one additional role as defined in this section.

Financial Analyst

Each Financial Analyst is responsible for preparing presentations on securities to be added to or removed from the Jaguar Investment Fund Portfolio. Financial Analysts employ analytical tools to justify any financial model, any assumption made in a financial model, or any buy/sell recommendation. A Financial Analyst will be responsible for learning the details of any security they recommend and for monitoring the security while it is part of the portfolio.

Economist

Each Economist specializes in a different economic sector as defined by S&P. They establish the degree of sector diversification and provide weekly updates of their respective sector's economic condition. The Economists also have responsibility for two main geographic regions divided between the North American economy and other international economies. The Chief Economist covers the North American economy, tracks short-term and long-term interest rates and coordinates the economic reports generated by the team. The Economists, most notably the one covering North America, also make recommendations about relative weightings between equity and cash and cash equivalents allocations. The other Economists make recommendations about the degree of equity exposure in their respective sector. Economists may receive multiple sector or geographic assignments as need.

Political Analyst

The Political Analyst covers elections, regulations, deliberations by Congress and any other political event or issue that may impact on the value of the Fund.

Operations Manager

The Operations Manager is responsible for preparing and distributing the minutes of each meeting. This position contributes to the maintenance of the Sakai site. The Operations Manager also maintains the physical facilities under the control of Jaguar Investment Fund.

Risk Analyst

The Risk Analyst is responsible for monitoring the Jaguar Investment Fund to verify that all positions are in harmony with the Investment Policy Statement. Through the use of both scheduled and unscheduled analysis, the Risk Analyst identifies the portfolio's various exposures. The Risk Analyst recommends actions to rectify any unnecessary or unusual risks.³

Accountant

The Accountant maintains the official books for the Jaguar Investment Fund, prepares monthly, quarterly, and annual reports, and records each of the transactions and other financial activities of the Jaguar Investment Fund. In addition, the Ac-

³The Risk Analyst and the Accountant combine to form the Jaguar Investment Fund's Risk Management Group. This group has responsibilities as delineated in section 5. The Risk Management Group is able to veto any trade that violates the Investment Policy Statement.

countant works closely with the accountants of USA in auditing and liaison capacities.^{3, 4}

Alumni Relations Director

The Alumni Relations Director is responsible for communication with past Jaguar Investment Fund alumni. The Alumni Relations Director sends updates on performance, employment, and anything interesting related to Jaguar Investment Fund. The Alumni Relations Director maintains a database of all alumni contact information.

Special Projects Coordinator

The responsibility of the Special Projects Coordinator is to handle a wide range of issues that may arise throughout the year which are pertinent to the operation of the Jaguar Investment Fund.

⁴Accounting majors within the MCOB may be given extra consideration in the applicaiton process with the goal that this specific position be filled by one of these students.

6.5 Example Fall Course Syllabus

FIN 425

STUDENT MANAGED INVESTMENT FUND I

6.5.1 Description

This is the first in a sequence of two courses whereby students manage a real portfolio of securities. The selected students research the prospective investments, generate reports, and make decisions to buy or sell the securities. Administrative responsibilities are assigned and analyst teams are formed. Students accepted into the course must continue to Student Managed Investment Fund II during the next term unless otherwise disqualified. Requires department chair permission.

Prerequisite: a minimum grade of “B” is required in FIN420

6.5.2 Course Objectives

The Jaguar Investment Fund’s purpose is to introduce and teach students how to actively manage a portfolio. The objective of the Jaguar Investment Fund is to enrich student education through active participation in financial markets. Students assist in stock selection and management of a real portfolio, thus gaining hands-on money management experience. They learn to deal with the uncertainty inherent in the process of estimating stock value and contrasting it to stock price. The process helps students to develop their intuition and provide a practical application for investment decisions. To accomplish these goals the Jaguar Investment Fund:

- provides students with real-world experience implementing investment selection and management principles
- offers students the opportunity to attain knowledge through the application of concepts learned in their coursework
- encourages students to acquire a deeper and more complex understanding of the concepts taught throughout their college studies
- exposes students to a number of alternative investment strategies
- increases students’ verbal communication and presentation skills through weekly roundtable discussions on a variety of topics that relate to the active management of investment capital
- teaches prudent management practices by controlling the costs of managing and administering the fund.

6.5.3 Required Course Materials

- Bodie, Kane and Marcus, “Investments”, 10th edition, McGraw-Hill, 2014
- McKinsey & Company, Koller, Goedhart, Wessels, “Valuation: Measuring and Managing the Value of Companies”, 5th edition, John Wiley & Sons, 2010
- Benninga, “Financial Modeling”, 4th edition, MIT Press, 2014
- Access to a Mac or PC and a working knowledge of Excel

6.5.4 Sakai and Other Online Resources

This course will heavily rely on Sakai and other online resources. It is the responsibility of the student to regularly check for any announcements or additional materials that may be placed on the course Sakai page.

6.5.5 Student Assigned Roles

Each student serves in the role of Financial Analyst and at least one additional role from the following list: Economist, Political Analyst, Operations Manager, Risk Analyst, Accountant, Alumni Relations Director, and Special Projects Coordinator.

6.5.6 Participation

Your active participation during our class meetings is required for this course. Actively participating means that you listen to the contributions of others, ask appropriate questions, and voice your opinion on a regular basis. Actively managing a fund requires constant contact with issues pertinent to the fund and its interests. You are expected to monitor outside of class any security, economic sector, geographic region, or other area assigned to you, notify your fellow managers and the professor of any important developments in your areas that occur during the week, and participate in any ongoing discussion or debate that occurs on the course website.

Simply showing up is not enough to get full credit for participation, as stated, your actual participation is important as is your thoughtful contribution to the class. Behaving in a lackadaisical or unengaged manner may result in a zero for your participation grade.

6.5.7 Analyst Reports

Each student is expected to give regular Analyst Reports to the class. Analyst Reports may include status reports on economic conditions within each sector or geographic region, information updates on the performance of existing positions, and pitches for new positions or other trading actions.

You are encouraged to work together in groups for your stock pitch presentations. Groups may be no larger than three students without the approval the professor. Natural groups will form between students that have similar sector and geographic assignments as the stock that is being presented. Groups also will form between students that have complimentary skill sets for the analysis of the stock.

Students must distribute presentation material for new stock pitches prior to sharing the material in class. This is crucial as it provides the opportunity for other students to review the material before class and for a more robust discussion of the stock pitch.

6.5.8 Project Portfolio

At the end of the semester each student is expected to compile all of their presentations, analysis, and projects and design a comprehensive portfolio of your work samples. The main purpose of the project portfolio is to provide a unified look at your abilities and progression. The project portfolio may be an important distinguishing factor in your job interview process at the end of your academic career.

6.5.9 Grading Policy

The grade for this class is based on the quality of your Financial Analyst Reports, fulfillment of other assigned roles, participation, and the quality of your project portfolio. I reserve the right to offer class wide extra credit assignments; please be aware that there will be no extra credit opportunities given to individuals during this course. Grades will be given the following breakdown:

Weighting System		Final Grade Scale	
Financial Analyst Reports	= 30%	A	≥ 90%
Other Assigned Roles	= 30%	90% > B	≥ 80%
Participation	= 30%	80% > C	≥ 70%
Project Portfolio	= 10%	70% > D	≥ 60%
		60% > F	

6.5.10 Attendance

Attendance at every class meeting is mandatory. Only in extraordinary situations will an excused absence be granted. Otherwise, failure to attend even one class subjects the student to immediate dismissal from the course with a grade of F.

6.5.11 Excused Absence Policy

Excused absences include documented illness, deaths in the family and other documented crises, call to active military duty or jury duty, religious holy days, and official University activities. These absences will be accommodated in a way that

does not arbitrarily penalize students who have a valid excuse. Consideration will also be given to students whose dependent children experience serious illness.

6.5.12 Academic Disruption Policy

The University of South Alabamas policy regarding Academic Disruption is found in The Lowdown, the student handbook (<http://www.southalabama.edu/lowdown/academicdisruption.shtml>): “Disruptive academic behavior is defined as individual or group conduct that interrupts or interferes with any educational activity or environment, infringes upon the rights and privileges of others, results in or threatens the destruction of property and/or is otherwise prejudicial to the maintenance of order in an academic environment.”

6.5.13 Student Academic Conduct Policy

The University of South Alabamas policy regarding Student Academic Conduct Policy is found in The Lowdown (<http://www.southalabama.edu/lowdown/academicconductpolicy.shtml>): “The University of South Alabama is a community of scholars in which the ideals of freedom of inquiry, freedom of thought, freedom of expression, and freedom of the individual are sustained. The University is committed to supporting the exercise of any right guaranteed to individuals by the Constitution and the Code of Alabama and to educating students relative to their responsibilities.” Students enrolled in on campus courses are expected to adhere to the Academic Conduct Policy. In particular, students are expected to complete their own coursework and not provide unauthorized information or materials to another student. Any student found in violation of this policy may receive a grade of F and may be reported to the proper university authorities.

6.5.14 Students With Disabilities

In accordance with the Americans with Disabilities Act, students with bona fide disabilities will be afforded reasonable accommodations. The Office of Special Student Services (OSSS) will certify a disability and advise faculty members of reasonable accommodations. If you have a specific disability that qualifies you for academic accommodations, please notify the instructor/professor and provide certification from the Office of Special Student Services. OSSS is located at 5828 Old Shell Road at Jaguar Drive, (251-460-7212).

6.5.15 Online Writing Support

The University of South Alabama provides online writing tutoring services through SMARTHINKING, an online tutoring service. SMARTHINKING is available at <http://services.smarthinking.com>. Students may enter the site by logging on with their Jag number and using the last four digits of the social security number as

the password. For log-on problems, technical questions and/or on-campus writing assistance, contact the USA Writing Center at 251-460-6480 or e-mail csaintpaul@usouthal.edu. Information about the University Writing Center and Online Writing Lab can be found online at:

<http://www.southalabama.edu/univlib/instruction/antiplagiarism/writinghelp.html>.

6.5.16 Syllabus Change Policy

Not all classes progress at the same rate thus course requirements might have to be modified as circumstances dictate. You will be given written notice if the course requirements need to be changed.

Table 6: COURSE SCHEDULE - STUDENT MANAGED INVESTMENT FUND I

TERM	DEFINITION
Week 1	Introduction to the Course Distribution and Review of Jaguar Investment Fund Playbook Discussion of Officer and Sector Assignments Review of Portfolio Management Rules Review of Analyst Report Preparation Statistical Summary and Presentation of Current Portfolio
Week 2	Jaguar Investment Fund photograph for webpage and Annual Report; Business attire required State of the Economy Briefing by North American Economists Sector Briefings by Economists Financials, Health Care, Consumer Staples, Energy, Information Technology, Telecommunications
Week 3	Sector Briefings by Economists Industrials, Consumer Discretionary, Materials, Utilities, Fixed Income Summary
Week 4	Economist Briefings on Europe, Latin America and Asia Determination of Initial Allocations and Sector Weights
Week 5	Analyst Presentations/Industry Visitor
Week 6	Analyst Presentations
Week 7	Analyst Presentations
Week 8	Analyst Presentations
Week 9	Analyst Presentations
Week 10	Analyst Presentations
Week 11	Analyst Presentations
Week 12	Analyst Presentations/Industry Visitor
Week 13	Analyst Presentations
Week 14	Analyst Presentations
Week 15	Analyst Presentations/Presentation to Jaguar Fund Oversight Committee
Week 16	Portfolio Management Strategy for Semester Break

6.6 Example Spring Course Syllabus

FIN 426

STUDENT MANAGED INVESTMENT FUND II

6.6.1 Description

This is the second in a sequence of two courses whereby students manage a real portfolio of securities. The selected students research the prospective investments, generate reports, and make decisions to buy or sell the securities. Administrative responsibilities are assigned and analyst teams are formed. Students build on and add depth to skills and knowledge acquired in Student Managed Investment Fund I. Requires department chair permission.

Prerequisite: a minimum grade of “B” is required in FIN425

6.6.2 Course Objectives

The Jaguar Investment Fund’s purpose is to introduce and teach students how to actively manage a portfolio. The objective of the Jaguar Investment Fund is to enrich student education through active participation in financial markets. Students assist in stock selection and management of a real portfolio, thus gaining hands-on money management experience. They learn to deal with the uncertainty inherent in the process of estimating stock value and contrasting it to stock price. The process helps students to develop their intuition and provide a practical application for investment decisions. To accomplish these goals the Jaguar Investment Fund:

- provides students with real-world experience implementing investment selection and management principles
- offers students the opportunity to attain knowledge through the application of concepts learned in their coursework
- encourages students to acquire a deeper and more complex understanding of the concepts taught throughout their college studies
- exposes students to a number of alternative investment strategies
- increases students’ verbal communication and presentation skills through weekly roundtable discussions on a variety of topics that relate to the active management of investment capital
- teaches prudent management practices by controlling the costs of managing and administering the fund.

6.6.3 Required Course Materials

- Bodie, Kane and Marcus, “Investments”, 10th edition, McGraw-Hill, 2014
- McKinsey & Company, Koller, Goedhart, Wessels, “Valuation: Measuring and Managing the Value of Companies”, 5th edition, John Wiley & Sons, 2010
- Benninga, “Financial Modeling”, 4th edition, MIT Press, 2014
- Access to a Mac or PC and a working knowledge of Excel

6.6.4 Sakai and Other Online Resources

This course will heavily rely on Sakai and other online resources. It is the responsibility of the student to regularly check for any announcements or additional materials that may be placed on the course Sakai page.

6.6.5 Student Assigned Roles

Each student serves in the role of Financial Analyst and at least one additional role from the following list: Economist, Political Analyst, Operations Manager, Risk Analyst, Accountant, Alumni Relations Director, and Special Projects Coordinator. The roles assigned to a student may differ from the assigned roles the student had during FIN 425 at the discretion of the professor.

6.6.6 Participation

Your active participation during our class meetings is required for this course. Actively participating means that you listen to the contributions of others, ask appropriate questions, and voice your opinion on a regular basis. Actively managing a fund requires constant contact with issues pertinent to the fund and its interests. You are expected to monitor outside of class any security, economic sector, geographic region, or other area assigned to you, notify your fellow managers and the professor of any important developments in your areas that occur during the week, and participate in any ongoing discussion or debate that occurs on the course website.

Simply showing up is not enough to get full credit for participation, as stated, your actual participation is important as is your thoughtful contribution to the class. Behaving in a lackadaisical or unengaged manner may result in a zero for your participation grade.

6.6.7 Analyst Reports

Each student is expected to give regular Analyst Reports to the class. Analyst Reports may include status reports on economic conditions within each sector or

geographic region, information updates on the performance of existing positions, and pitches for new positions or other trading actions.

You are encouraged to work together in groups for your stock pitch presentations. Groups may be no larger than three students without the approval the professor. Natural groups will form between students that have similar sector and geographic assignments as the stock that is being presented. Groups also will form between students that have complimentary skill sets for the analysis of the stock.

Students must distribute presentation material for new stock pitches prior to sharing the material in class. This is crucial as it provides the opportunity for other students to review the material before class and for a more robust discussion of the stock pitch.

6.6.8 Project Portfolio

At the end of the semester each student is expected to compile all of their presentations, analysis, and projects and design a comprehensive portfolio of your work samples. The main purpose of the project portfolio is to provide a unified look at your abilities and progression. The project portfolio may be an important distinguishing factor in your job interview process at the end of your academic career.

6.6.9 Grading Policy

The grade for this class is based on the quality of your Financial Analyst Reports, fulfillment of other assigned roles, participation, and the quality of your project portfolio. I reserve the right to offer class wide extra credit assignments; please be aware that there will be no extra credit opportunities given to individuals during this course. Grades will be given the following breakdown:

Weighting System		Final Grade Scale	
Financial Analyst Reports	= 30%	A	≥ 90%
Other Assigned Roles	= 30%	90% > B	≥ 80%
Participation	= 30%	80% > C	≥ 70%
Project Portfolio	= 10%	70% > D	≥ 60%
		60% > F	

6.6.10 Attendance

Attendance at every class meeting is mandatory. Only in extraordinary situations will an excused absence be granted. Otherwise, failure to attend even one class subjects the student to immediate dismissal from the course with a grade of F.

6.6.11 Excused Absence Policy

Excused absences include documented illness, deaths in the family and other documented crises, call to active military duty or jury duty, religious holy days, and official University activities. These absences will be accommodated in a way that does not arbitrarily penalize students who have a valid excuse. Consideration will also be given to students whose dependent children experience serious illness.

6.6.12 Academic Disruption Policy

The University of South Alabamas policy regarding Academic Disruption is found in The Lowdown, the student handbook (<http://www.southalabama.edu/lowdown/academicdisruption.shtml>): “Disruptive academic behavior is defined as individual or group conduct that interrupts or interferes with any educational activity or environment, infringes upon the rights and privileges of others, results in or threatens the destruction of property and/or is otherwise prejudicial to the maintenance of order in an academic environment.”

6.6.13 Student Academic Conduct Policy

The University of South Alabamas policy regarding Student Academic Conduct Policy is found in The Lowdown (<http://www.southalabama.edu/lowdown/academicconductpolicy.shtml>): “The University of South Alabama is a community of scholars in which the ideals of freedom of inquiry, freedom of thought, freedom of expression, and freedom of the individual are sustained. The University is committed to supporting the exercise of any right guaranteed to individuals by the Constitution and the Code of Alabama and to educating students relative to their responsibilities.” Students enrolled in on campus courses are expected to adhere to the Academic Conduct Policy. In particular, students are expected to complete their own coursework and not provide unauthorized information or materials to another student. Any student found in violation of this policy may receive a grade of F and may be reported to the proper university authorities.

6.6.14 Students With Disabilities

In accordance with the Americans with Disabilities Act, students with bona fide disabilities will be afforded reasonable accommodations. The Office of Special Student Services (OSSS) will certify a disability and advise faculty members of reasonable accommodations. If you have a specific disability that qualifies you for academic accommodations, please notify the instructor/professor and provide certification from the Office of Special Student Services. OSSS is located at 5828 Old Shell Road at Jaguar Drive, (251-460-7212).

6.6.15 Online Writing Support

The University of South Alabama provides online writing tutoring services through SMARTHINKING, an online tutoring service. SMARTHINKING is available at <http://services.smarthinking.com>. Students may enter the site by logging on with their Jag number and using the last four digits of the social security number as the password. For log-on problems, technical questions and/or on-campus writing assistance, contact the USA Writing Center at 251-460-6480 or e-mail csaint-paul@usouthal.edu. Information about the University Writing Center and Online Writing Lab can be found online at:

<http://www.southalabama.edu/univlib/instruction/antiplagiarism/writinghelp.html>.

6.6.16 Syllabus Change Policy

Not all classes progress at the same rate thus course requirements might have to be modified as circumstances dictate. You will be given written notice if the course requirements need to be changed.

Table 7: COURSE SCHEDULE - STUDENT MANAGED INVESTMENT FUND II

TERM	DEFINITION
Week 1	Discussion of Officer and Sector Assignments Statistical Summary and Presentation of Current Portfolio Discussion on Fund Performance During Winter Break
Week 2	Review of Analyst Report Preparation/Analyst Presentations
Week 3	Analyst Presentations/Review of Portfolio Management Rules
Week 4	Analyst Presentations
Week 5	Analyst Presentations/Industry Visitor
Week 6	Analyst Presentations
Week 7	Analyst Presentations
Week 8	Analyst Presentations
Week 9	Analyst Presentations
Week 10	Analyst Presentations
Week 11	Analyst Presentations
Week 12	Analyst Presentations/Industry Visitor
Week 13	Analyst Presentations
Week 14	Analyst Presentations Initial Discussions on Portfolio Management Strategy for Summer Break
Week 15	Presentation to Jaguar Fund Oversight Committee Presentation to USA Board of Trustees
Week 16	Finalization of Portfolio Management Strategy for Summer Break

RESOLUTION

**TUITION, HOUSING AND MEAL PLAN
2015-2016**

WHEREAS, the University of South Alabama is committed to maintaining high-quality educational and student services programs, and

WHEREAS, the Alabama Legislature has approved a 2015-2016 education budget that increases USA's state funding by \$1,553,177 or 1.5 percent from last year, and

WHEREAS, USA has faced accumulated reductions in state appropriations of \$285.3 million since 2007-2008, and

WHEREAS, the University responded to the recession and reductions in state appropriations by implementing numerous cost-cutting measures that remain in place, and

WHEREAS, after extensive analysis of the University's financial needs for 2015-2016 and beyond, the University Administration and Budget Council have determined that increases in tuition and fees, housing, and meals are necessary to maintain the standard of quality that USA students and their families desire and expect, and

WHEREAS, with the proposed tuition, housing, and meal rates for 2015-2016, as set forth in the attached schedules, such costs at the University would continue to be among the lowest in effect at peer public doctoral-level research institutions in the state of Alabama,

THEREFORE, BE IT RESOLVED that the Board of Trustees of the University of South Alabama approves the tuition, housing, meals, and required student fees for the 2015-2016 academic year as set forth in the attached schedules.

University of South Alabama

Tuition & Fees, 2015-2016

2.0% Increase

Student Classification	Current*	Proposed*	Change
	<u>2014-2015</u>	<u>2015-2016</u>	
Undergraduate In-State	\$287	\$293	\$6
Graduate In-State	\$387	\$395	\$8

Non-resident rate is twice the resident rate

Student Classification	Current full academic year tuition plus fees	Proposed full academic year tuition & fees	Change in full academic year tuition
	<u>2014-2015</u>	<u>2015-2016</u>	
Undergraduate In-State	\$8,610	\$8,790	\$180
Graduate In-State	\$9,288	\$9,480	\$192

Note: Based on 30 undergraduate and 24 graduate hours over two semesters per academic year

Non-resident rate is twice the resident rate

Web Course per-Hour Tuition*

2.0% Increase

Undergraduate	\$378	\$386	\$8
Graduate	\$460	\$469	\$9

College of Medicine

2.0% Increase

College of Medicine	\$27,682	\$28,236	\$554
---------------------	----------	----------	-------

*This rate reflects a general Arts & Sciences major.

**UNIVERSITY OF SOUTH ALABAMA
2015-2016 Proposal**

In-State Tuition Rate	Undergraduate		Graduate	
Tuition Rate by College	Current Tuition	2.0% Increase	Current Tuition	2.0% Increase
College of Arts and Sciences College of Education School of Continuing Education	\$287	\$293	\$387	\$395
Pat Capps Covey College of Allied Health Professions Mitchell College of Business School of Computing	\$302	\$308	\$408	\$416
College of Engineering	\$306	\$312	\$412	\$420
College of Nursing*	\$302	\$328*	\$408	\$446*

Out-of-State Tuition Rate	Undergraduate		Graduate	
Tuition Rate by College	Current Tuition	2 times the in-state rate	Current Tuition	2 times the in-state rate
College of Arts and Sciences College of Education School of Continuing Education	\$574	\$586	\$774	\$790
Pat Capps Covey College of Allied Health Professions Mitchell College of Business School of Computing	\$604	\$616	\$816	\$832
College of Engineering	\$612	\$624	\$824	\$840
College of Nursing**	\$604	\$656**	\$816	\$892**

Web Course Tuition Rate	Undergraduate		Graduate	
Tuition Rate by College	Current Tuition	2.0% Increase	Current Tuition	2.0% Increase
College of Arts and Sciences College of Education School of Continuing Education	\$378	\$386	\$460	\$469
Pat Capps Covey College of Allied Health Professions Mitchell College of Business School of Computing	\$392	\$400	\$481	\$491
College of Engineering	\$397	\$405	\$485	\$495
College of Nursing*	\$392	\$420*	\$481	\$521*

*2015-2016 College of Nursing In-State/Web Tuition Rate:

Undergraduate tuition rate is an increase of 2% plus \$20 per credit hour over the 2014-2015 rate.

Graduate tuition rate is an increase of 2% plus \$30 per credit hour over the 2014-2015 rate.

**2015-2016 College of Nursing Out-of-State Tuition Rate:

Undergraduate tuition rate is an increase of 2% plus \$40 per credit hour over the 2014-2015 rate.

Graduate tuition rate is an increase of 2% plus \$60 per credit hour over the 2014-2015 rate.

2015-2016 Cost of Attendance

Full Time Undergraduate Resident (30 hours/year)
for a typical first-time Freshman Arts & Sciences Major

University of South Alabama @ 2.0% Increase

EXPENSE	2015-2016 COST
Tuition & Fees	\$8,790
Room*	\$4,800
Board**	\$3,400
Books	\$1,100
Parking Permit	Included in Tuition & Fees
TOTAL	\$18,090

*Room: New Hall two bed w/ private bath

**Board: Unlimited meals with \$175 bonus bucks

Auburn University @ 2.5% Increase

EXPENSE	2015-2016 COST
Tuition & Fees	\$10,455
Room*	\$6,500
Board**	\$3,980
Books	\$1,100
Parking Permit	\$160
TOTAL	\$22,195

*Room: The Village - 2 bedroom with bath

**Board: 15 meals per week

University of Alabama @ 2.7% Increase

EXPENSE	2015-2016 COST
Tuition & Fees	\$10,091
Room*	\$7,100
Board**	\$3,916
Books	\$1,100
Parking Permit	\$320
TOTAL	\$22,527

*Room: Blount Hall- 2 bed with private bath

**Board: Unlimited meals with required \$325 dining dollars

University of Alabama at Birmingham @ 6.0% Increase

EXPENSE	2015-2016 COST
Tuition & Fees	\$9,837
Room*	\$5,900
Board**	\$3,640
Books	\$1,100
Parking Permit	\$130
TOTAL	\$20,607

*Room: Blazer Hall - 2 bedroom with 2 bath suite

** Board: Blazer 2 plan- 12 meals/week w/ \$300 flex dollars

Troy University @ 2.0% Increase

EXPENSE	2015-2016 COST
Tuition & Fees	\$9,543
Room*	\$4,560
Board**	\$3,490
Books	\$1,100
Parking Permit	\$75
TOTAL	\$18,768

*Room: Newman Center 2 bed/2 person suite

**Board: 14 meals per week plus \$350 Flex Dollars

Jacksonville State University @ 6.0% Increase

EXPENSE	2015-2016 COST
Tuition & Fees	\$8,999
Room*	\$4,420
Board (food)**	\$2,750
Books	\$1,100
Parking Permit	\$25
TOTAL	\$17,294

* Room: Logan 2 person w/private bath

** 14 meals a week w/125 flex dollars

Note: These figures are estimates and may change pending each respective institution's BOT approval.

MAY 20 2015

University of South Alabama



MEMORANDUM

UNIVERSITY OF SOUTH ALABAMA

OFFICE OF ACADEMIC AFFAIRS

DATE: May 20, 2015
TO: Tony G. Waldrop
FROM: G. David Johnson
RE: Premium Tuition Increase

A handwritten signature in blue ink, appearing to read 'G. David Johnson', with a long horizontal line extending to the right.

After a review of current program costs, as well as the attached recommendation from Dr. Debra Davis, Dean for the College of Nursing, I agree with the recommendation to increase the premium tuition to ensure the College continues to have the sufficient resources to maintain their high program standards. Below is a schedule of the requested increase amounts per credit hour.

	<u>In-State</u>	<u>Out-of-State</u>	<u>Web</u>
Undergraduate	\$20	\$40	\$20
Graduate	\$30	\$60	\$30

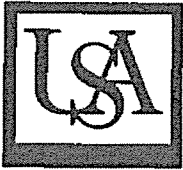
I request that you approve the inclusion of these increases in the tuition recommendations presented to the Board of Trustees at their June 2015 meeting.

Thank you for your consideration of this request.

Approved Tony G. Waldrop 5-21-15

Disapproved _____

GDJ:bjh



MEMORANDUM
UNIVERSITY OF SOUTH ALABAMA

May 20, 2015

TO: Dr. G. David Johnson
Provost and Senior Vice President for Academic Affairs

FROM: Dr. Debra Davis *DDavis*
Dean, College of Nursing

RE: Increase in tuition for undergraduate and graduate nursing students.

I recommend that effective fall semester 2015 the in-state tuition for undergraduate nursing courses be increased by \$20 per credit hour and that the in-state tuition for graduate nursing courses be increased by \$30 per credit hour. I further recommend out-of-state tuition for undergraduate students be increased by \$40 and out-of-state tuition for graduate students should be \$60. The increase should apply to tuition for both on-campus and web-based nursing courses as applicable (i.e. web-based courses do not have an out-of-state rate).

The increase in tuition is needed to generate sufficient revenue to ensure that the College has the resources needed to support high quality undergraduate and graduate nursing programs. Evidence of the adequacy of resources is required by our accrediting body (CCNE) and by the Alabama Board of Nursing and other boards of nursing across the US where we have students. I believe that this modest increase will not adversely affect our market share. I compared our tuition schedule to the nursing program at UAB and found that our programs are priced well below theirs. Anecdotally, student (and in particular graduate students) tell us that our tuition is well below other institutions.

Please let me know if you need additional information.

/km

UNIVERSITY OF SOUTH ALABAMA



OFFICE OF EXECUTIVE VICE PRESIDENT

TELEPHONE: (251) 460-6171
307 UNIVERSITY BLVD., N • AD 130
MOBILE, ALABAMA 36688-0002

TO: Dr. Tony Waldrop
FROM: John Smith, Executive Vice President
DATE: May 8, 2015
RE: ROOM AND BOARD RATES 2015-2016

A handwritten signature in black ink, appearing to be 'JWS', written over the 'FROM' line of the memo.

REC'D
Office of the President

MAY 08 2015

University of South Alabama

Dr. Chris Vinet, Executive Director, Housing & Dining, has proposed an average increase of 4% for student housing room rates and 2.2% for required meal plans for the 2015-2016 academic year. Even with these increases our rates are comparable to, or well below, other universities in the state (see attached). The meal plan adjustment is needed to meet rising food costs. The room rate adjustment is needed to fund the debt service for residence hall renovations that are being completed this summer, as well as increased operating costs.

I have discussed these proposals with Dr. Vinet and recommend them to you for approval. Please let me know if I can provide you with additional information.

JWS/bjs

cc: Mr. Steve Simmons, Vice President for Finance & Administration
Dr. David Johnson, Provost & Sr. Vice President for Academic Affairs



UNIVERSITY OF SOUTH ALABAMA
**HOUSING
& DINING**
www.southalabama.edu/housing

251 Delta Loop
Mobile, AL 36688-0002

Telephone: (251) 460-6185
Fax: (251) 460-6143

TO: John Smith, Executive Vice President

FROM: Chris Vinet, Executive Director, Housing & Dining

DATE: April 7, 2015

RE: Housing & Dining Proposed Rate Increase 2015-2016

With the largest number of students residing on campus in University history, Housing has maintained a 94.5% annualized occupancy for the 2014-2015 academic year. Applications for new and returning students in 2015-2016 have increased over last year at this same time.

Increases in operating expenses are anticipated for the upcoming year and we continue to endeavor to increase reserves for future improvements. More than \$4.2 million dollars of facilities improvements are planned in summer 2015.

The recommended rate structure for 2015-2016 is attached and an average increase of 3% for both room and meal plan rates combined is proposed. In an effort to reduce cost as much as possible, we recommend no increase in summer session rates.

With the proposed increase, USA would continue to remain very competitive within the state of Alabama and the Gulf Coast region. I have attached the rate proposal and comparison for your review. Please let me know if you would like additional information regarding this proposal.

"We endeavor to support the academic mission of the University by creating purposeful residential communities which are conducive to academic and personal success of students."

2015 - 2016 Proposed Semester Room Rates

Residence Hall		2014-2015 Current Rate	2015-2016 Proposed Rate	Difference
BETA	Two Bedroom Apartment for Four	\$1,900	\$1,925	\$25
	Two Bedroom Apartment for Two	\$2,650	\$2,750	\$100
	Studio Apartment for Two	\$2,110	\$2,210	\$100
	Private Apartment	\$2,650	\$2,750	\$100
GAMMA	Suite for Two	\$2,485	\$2,600	\$115
	Two Bedroom Apartment for Two	\$2,650	\$2,750	\$100
	Studio Apartment for Two	\$2,110	\$2,210	\$100
	Private Apartment	\$2,650	\$2,750	\$100
DELTA	Two Person Room (D3-5)	\$1,900	\$1,925	\$25
	Large Private Room (D3-5)	\$2,485	\$2,485	\$0
	Private Room (D3-5)	\$2,250	\$2,400	\$150
	Two Person Room w/ kitchenette (D6)	\$2,110	\$2,210	\$100
	Private Room w/ kitchenette (D6)	\$2,485	\$2,485	\$0
EPSILON	Two Person Room	\$2,150	\$2,400	\$250
NEW HALL	Two Person Room	\$2,300	\$2,400	\$100
STOKES	Suite for Two	\$2,650	\$2,750	\$100

Housing Comparison Semester Rates

USA (2014-2015)

Two person room	\$1,900 - \$2,300
Private room/suite	\$2,250 - \$2,650
Two person room with kitchenette	\$2,110
Private room with kitchenette	\$2,485
Two bedroom apartment/suite	\$1,900 - \$2,650

USA (2015-2016 Proposed average increase – 4.0%)

Two person room	\$1,925 - \$2,400
Private room/suite	\$2,400 - \$2,750
Two person room with kitchenette	\$2,210
Private room with kitchenette	\$2,485
Two bedroom apartment/suite	\$1,925 - \$2,750

Auburn University (2015-2016)

Two person room	\$2,850 - \$3,250
Private room/suite	\$3,600 - \$3,950
Two bedroom apartment	\$4,400 - \$5,200

University of Alabama (2014-2015)

Two person room	\$2,800 - \$3,550
Private room/suite	\$3,250 - \$4,925
Private apartment	\$4,225

University of Alabama at Birmingham (2015-2016)

Two person room/quad suite	\$2,700 - \$2,950
Two bedroom apartment	\$4,170 - \$4,500

Troy University (2014-2015)

Two person room/quad suite	\$1,860 - \$2,280
Private room	\$2,000 - \$2,520

2015 - 2016 Proposed Semester Meal Plan Rates

Meal Plan Type	2014-2015 Current Rate	2015-2016 Proposed Rate	Difference
All Access Pass with \$175 Bonus Bucks	\$1,650	\$1,700	\$50
All Access Pass with \$300 Bonus Bucks	\$1,715	\$1,800	\$85
All Access Pass with \$450 Bonus Bucks	\$1,850	\$1,950	\$100
7 Meals Per Week with \$100 Bonus Bucks	\$840	\$840	\$0
Block 25 with \$1000 Bonus Bucks	\$1,000	\$1,000	\$0
Block 50 with \$1300 Bonus Bucks	\$1,300	\$1,300	\$0

Dining Comparison Meal Plans

USA (2014-2015)

Freshmen/Sophomore	\$1,650 - \$1,850
Junior/Senior/Graduate	\$840 - \$1,850

USA (2015-2016 Proposed average increase 2.2%)

Freshmen/Sophomore	\$1,700 - \$1,950
Junior/Senior/Graduate	\$840 - \$1,950

Auburn University (2014-2015)

Residential students	\$995
Non-residential students	\$300

University of Alabama (2014-2015)

Freshmen	\$1,958
Sophomore/Junior/Senior/Graduate	\$807 - \$1,958
Non-residential above 9 credit hours	\$325

University of Alabama at Birmingham (2014-2015)

Freshmen	\$1,665 - \$1,820
Sophomore/Junior/Senior/Graduate	\$150 - \$1,820
Non-residential above 12 credit hours	\$225

Troy University (2014-2015)

Residential students w/o kitchen	\$1,745
Non-residential and residential w/ kitchen	\$272

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**



**LONG-RANGE
PLANNING**

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

LONG-RANGE PLANNING COMMITTEE

March 5, 2015

2:47 p.m.

A meeting of the University of South Alabama Board of Trustees Long-Range Planning Committee was duly convened by Mr. Jimmy Shumock, Chair, on Thursday, March 5, 2015, at 2:47 p.m. in the Board Room of the Frederick P. Whiddon Administration Building.

Members Present: Chandra Brown Stewart, Bettye Maye, Bryant Mixon, Jimmy Shumock, Sandy Stimpson and Mike Windom.

Member Absent: John Peek.

Other Trustees: Scott Charlton, Tom Corcoran, Steve Furr, Ron Jenkins, Arlene Mitchell, Ken Simon and Jim Yance.

Administration and Others: Joe Busta, Lynne Chronister, Angela Coleman, Monica Curtis, Joel Erdmann, Julie Estis (Faculty Senate), Ron Franks, Stan Hammack, Mike Haskins, David Johnson, Doug Marshall (Faculty Senate), Mike Mitchell, Steve Simmons, John Smith, Jean Tucker, Tony Waldrop, Kevin West (Faculty Senate).

Press: Cassie Fambro (*Press-Register/al.com*), Alyssa Newton (*Vanguard*) and Alyson Stokes (*Lagniappe*).

The meeting came to order and the attendance roll was called. Mr. Shumock, Committee Chair, called upon Dr. Johnson for discussion of **ITEM 9**, a report concerning USA's Strategic Plan (Plan) and assessment. Dr. Johnson advised of plans to modify the Plan to include the five institutional priorities announced by President Waldrop in September 2014. He called for comments from Dr. Angela Coleman, Associate Vice President for Institutional Effectiveness. Dr. Coleman presented a graphic overview of the planning process since Board adoption of the 2014-2017 Strategic Plan in September 2013. She said multiple constituencies take part in a comprehensive sequence of planning cycle activities through which progress towards USA's strategic goals is monitored, metrics are developed and refined, and assessment results are compiled annually into a "scorecard" document. Discussion took place about community involvement and the prospect of attaining the Carnegie Community Engagement Classification in the future.

There being no further business, the meeting was adjourned at 2:57 p.m.

Respectfully submitted:

James H. Shumock, Chair



MEMORANDUM
UNIVERSITY OF SOUTH ALABAMA

OFFICE OF ACADEMIC AFFAIRS

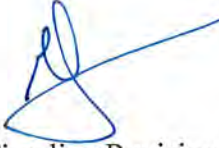
REC'D
Office of the President

MAY 07 2015

University of South Alabama

May 7, 2016

TO: Tony G. Waldrop
FROM: G. David Johnson
SUBJECT: Strategic Planning Timeline Revision



I would like to request a modification to the timetable for revising the strategic plan as described in the attached request from Angela Coleman. Please let me know if you have any questions.

GDJ/bu

attachment

Approved
tjn



MEMORANDUM

University of South Alabama

Office of Institutional Effectiveness

May 6, 2015

To: David Johnson
Provost and Senior Vice President, Academic Affairs

From: Angela Coleman *MAC*
Assistant Vice President, Institutional Effectiveness

Subject: Strategic Planning Timeline

In February, I presented to the Board of Trustees a timeline (attachment A) where a revised strategic plan would be presented in September. However, we very much would like to ensure ample time for public comment and broad input from the campus community.

To accommodate this need, the revised timeline is below:

April	Institutional priority working group reports submitted
August	Campus community and public comment period begins
September	UCPAF discusses revised strategic plan
November	UCPAF takes action on revised strategic plan
December	Presentation to the Board of Trustees Long Range Planning Committee

In order to meet this timeline, the President's Leadership Council must approve documents about the institutional priorities that can be used for public distribution by July 1, 2015.

For your convenience, I have attached the templates (attachment B) that I've received to date, which also have been sent to Mike Haskins and John Smith.

MAC:amo

(Attachment A) AY 2015 Timeline for Strategic Planning Review

The USA Strategic Plan (2014-2017) was approved by the Board of Trustees (BOT) at its meeting on September 13, 2013.

The Office of Institutional Effectiveness (OIE) drafted indicators of progress on the University's strategic plan objectives during AY 2013-2014 and compiled them into a University Scorecard, which was presented to the BOT in June 2014.

Fall 2014, Dr. Waldrop began convening a series of Presidential Leadership Retreats to identify institutional priorities and metrics of success. Five institutional priorities were identified from the strategic plan, and Priority Working Groups were established.

Academic Year 2014-2015	Activity
June	Completion of AY 2013 University Scorecard
July	
August	President's Leadership Retreat
September	Institutional Priorities Working Groups begin meeting
October	President's Leadership Retreat
November	
December	President's Leadership Retreat
January	University Assessment Advisory Committee met to discuss draft of AY 2014 Scorecard and progress on strategic plan.
February	UAAC feedback/discussion presented to University Administration President's Leadership Retreat
March	Institutional priority working group reports submitted
April	UCPAF meets to discuss Institutional Priorities and AY 2014 Scorecard and make suggestions based on data about modification of the USA Strategic Plan.
May/June	UCPAF meets to review the USA Strategic Plan and make recommendations about its modification to the Board of Trustees Long Range Planning Committee
September	Presentation of AY 2014 Scorecard and recommendations regarding the strategic plan to BOT Long Range Planning Committee.

Attachment B

Institutional Priority Templates

Summary of Activities and Metrics to Assess Progress on the Institutional Priorities of the Strategic Plan

Priority Name: Excellence in Health Care

Statement of Priority:

The University of South Alabama Health System strives to be the premier integrated, patient-centered healthcare organization in our region. We educate future generations of healthcare providers, and we discover innovative ways to help people become healthier.

Priority Working Group Membership:

Beth Anderson, Administrator Medical Center
Becky Tate, CEO Physician Practice Plan
Owen Bailey, Administrator Children's & Women's
Dr. Charles Hamm, Professor of Pediatrics
Dr. Allen Perkins, Chair Department of Family Medicine
Traci Jones, Controller USA Health System
Mark Lauteren, CIO Health System
John Pannelli, Assistant VP for Medical Affairs

Related Strategic Plan Objectives:

Goal 4 – Deliver high-quality health care programs that enhance the health and well-being of the community.

- Objective 4.1 – Achieve exceptional patient quality outcomes for USA Hospitals, Clinics, and the Mitchell Cancer Institute in comparison to peer groups.
- Objective 4.2 – Achieve exceptional patient satisfaction in USA Hospitals, Clinics, and the Mitchell Cancer Institute.
- Objective 4.3 – Adapt to changes in reimbursement resulting from healthcare reform as evidenced by USA Hospitals, Clinics, and the Mitchell Cancer Institute being financially balanced.

Current Related Initiative/Priority Projects:

Medicaid - Take leadership position in the development and implementation of Medicaid Managed Care, known as Regional Care Organizations (RCO) in Alabama.

- Lead/manage our service area, region "E", by creating the "Gulf Coast Regional Care Organization" and its Governing Board with our HealthCare Management LLC as the sole member and by providing the management staff to operate the entity.
- Expand the existing Patient Care Network to the next 5 counties and manage a successful transition to the newly formed RCO.

- Develop and manage the RCO's third party administrator and provider contracts for financial viability of the RCO and for the provider network and to meet quality and access performance measures.
- Transform our care delivery systems for Pediatrics and OB/Gyn to a capitation orientation
- Medicaid expansion in Alabama is likely to be in two parts. Those enrollees under 100% of the federal poverty level (FPL) are not likely to be employable and are best served by the RCO approach. Enrollees from 100 to 138% FPL are considered the working poor and are best served by an insurance vehicle. We must be an active leader and a participating provider for either group.
- Disproportionate Share Hospital (DSH) funding will be reduced within the next 2 years. We will participate at the federal level through America's Essential Hospitals to create an appropriate funding floor to preserve our current funding level.

Medicare and other payers, Health Insurance Exchange

- Manage the movement from volume to value based care
- Integrate internal care delivery to reduce variations in care, to coordinate care, and to maximize efficiencies and payments tied to bundling and performance outcomes versus our ability to deliver.

Evaluate Service Lines for size, scope and market appropriateness

Evaluate our academic mission components, including graduate medical education (GME or medical resident) for size, scope and appropriateness

Develop affiliate and provider network partners and relationships to broaden our service and marketability

Segregate our academic financing and operational functions/issues from our clinical delivery system functions/issues to enhance the sustainability of both. Interface functions when synergistic. Consolidate management of the clinical delivery system in to one unified "USA Health System".

Identified Metrics indicating the 5 highest ranked metrics:

1. Financial Performance as a Health System for clinical services delivery
2. Accreditation, regulatory and certification performance
3. Clinical quality and process of care, patient satisfaction
4. HCAPS (Patient experience and satisfaction)
5. Process Measures: acute myocardial infarction, stroke, congestive heart failure, C-section rate, asthma
6. Outcome Measures: mortality, complications, infections

Summary of Activities and Metrics to Assess Progress on the Institutional Priorities of the Strategic Plan

Priority Name: Enhancement of Research and Graduate Education

Statement of Priority: Build the USA research capacity and ensure excellence in graduate education by building infrastructure and providing supportive policies and resources.”

Priority Working Group Membership:

- Lynne Chronister, (chair) Vice President, Research and Economic Development
- Dave Johnson, Provost and Senior Vice President for Academic Affairs
- Ron Franks, Vice President, Health Sciences
- Keith Harrison, Dean of the Graduate School and Associate Vice President for Academic Affairs

Working Groups:

- Faculty development/Incentives: Chairs: Andrzej Wierzbicki, Mary Townsley
- Effort/Teaching Loads: Chairs: Mark Gillespie, Srinivas Palanki
- Promoting the Arts and Humanities: Chairs: Steven Trout, Eric Loomis
- Graduate Education : Chair: Keith Harrison
- Electronic Research Administration (dRA) System, Chairs: Gina Hedberg, Kevin West

Related Strategic Plan Objectives:

Goal 2 – Advance the research, discovery, and creative activities of the University.

- **Objective 2.1** – Increase the opportunity and success for USA faculty, postdoctoral fellows, and students in seeking and carrying out transformative research, discovery, and creative activities.
- **Objective 2.2** – Increase the quality and quantity of the collaborations with regional, national and international collaborations.
- **Objective 2.3** – Advance entrepreneurial activities that support the development of new technologies .and Increase the economic and societal impact of discovery produced by USA faculty, postdoctoral fellows, and students on the Gulf Coast region, nationally and internationally.

Current Related Initiative/Priority Projects:

- Provide incentives and opportunities for increasing the number of proposals and awards, especially large and/or collaborative and interdisciplinary projects.
 - Responsible Parties: Lynne Chronister, Dave Johnson, Ron Franks
 - Timeline: Ongoing
- Implement a new eRA system to enhance efficiency and reduce bureaucracy.
 - Responsible Parties: Gina Hedberg, Chris Cannon, Julie Schwindt
 - Timeline: Phase I Completion January, 2016
- Expand the industry sponsorship for research and reach closure on large projects with Airbus and Alabama power.
 - Responsible Parties: Lynne Chronister, Deans
 - Timeline: September, 2015 and On-going

Continue to build relationship with the Chamber, City and County of Mobile and other economic development partners.

- Responsible Parties: Lynne Chronister, Kim Littlefield
 - Timeline: Ongoing
- Create a Strategic Plan for Graduate Education.
- Responsible Party: Keith Harrison
 - Timeline: December, 2015

Identified Metrics: indicating the 5 highest ranked metrics:

Please feel free to suggest additions and/or deletions to this list. When finished please indicate the five most important metrics for measuring success/progress.

1. Increased the volume of grant proposals
2. Increased number of awards
3. Increased numbers of industrial partnerships,
4. Increased Invention Disclosure, Provisional patent applications, patents and licensing.
5. Increased impact of reports of faculty scholarly and creative accomplishments

Summary of Activities and Metrics to Assess Progress on the Institutional Priorities of the Strategic Plan

Priority Name: Enhancing Student Success and Access

Statement of Priority:

Develop, implement, and assess initiatives and practices to insure all students are offered the resources and relationships necessary for high quality learning, academic persistence, and degree completion.

Priority Working Group Membership (please list name and title):

- Retention Task Force (Meets every 2 weeks)
 - Nicole Carr (Chair), Director, Student Academic Success/Retention
 - Gordon E. Mills, Director, Institutional Research
 - Angela Coleman, Associate Vice President, Institutional Effectiveness
 - Kelly Osterbind, University Registrar
 - Charles Guest, Associate Vice President, Academic Affairs
 - Tom Rich, Associate Professor, Pharmacology
 - Christopher Lynch, Executive Director, Enrollment Services
 - Julio F. Turrens, Associate Dean, Allied Health Professions
 - Andrzej Wierzbicki, Dean, College of Arts and Sciences

- University Academic Success and Retention Committee (Meets Twice a Semester)
 - Nicole Carr (Chair), Director, Student Academic Success/Retention
 - Kelly Osterbind, University Registrar
 - Angela Coleman, Associate Vice President, Institutional Effectiveness
 - Tom Rich, Associate Professor, Pharmacology
 - Charles Guest, Associate Vice President, Academic Affairs
 - John Shelley-Tremblay, Associate Professor, Psychology
 - Heather Hall, Associate Dean, College of Nursing
 - Marla Sklopan, Director, Financial Aid
 - Eric Loomis, Associate Dean, College of Arts and Sciences
 - Ron Styron, Director, Quality Enhancement Plan (QEP)
 - Christopher Lynch, Executive Director, Enrollment Services
 - Bob Sweeney, Associate Professor, School of Computing
 - Jim Connors, Interim Dean, School of Continuing Education and Special Programs
 - Julio Turrens, Associate Dean, Allied Health Professions
 - Gordon Mills, Director, Institutional Research
 - Chris Vinet, Director, Housing
 - Madhuri Mulekar, Chair, Mathematics and Statistics Department
 - Kevin White, Chair, Civil Engineering
 - Sinead Ni Chadhain, Assistant Professor, Biological Sciences
 - Andrzej Wierzbicki, Dean, College of Arts and Sciences

- Josh Wooden, Supervisor, Academic Advising

Related Strategic Plan Objectives:

- **Goal 1** – Maintain and enhance an innovative and vibrant educational environment that supports teaching and promotes learning.
 - **Objective 1.1** – Improve academic success among undergraduate and graduate students and promote student engagement with learning.
 - **Objective 1.2** – Improve student learning outcomes.
 - **Objective 1.3** – Recruit a diverse body of students who are well prepared for college study.
 - **Objective 1.4** – Increase innovation, efficiency, and instructional resources for educational programs.
 - **Objective 1.5** – Provide a welcoming and supportive environment for all members of the University community.
 - **Objective 1.6** – Recruit, recognize, develop, and retain high quality faculty.
 - **Objective 1.7** – Develop and maintain high-quality online and blended courses and programs to accommodate wide-ranging learner needs and experiences.
- **Goal 3** - Enrich the quality of student life and the living/learning environment.
 - **Objective 3.1** – Increase student engagement in University activities by providing and promoting quality services and programs.
 - **Objective 3.2** – Provide a safe, supportive, inclusive, and civil environment for all students that foster a sense of community within the University.
 - **Objective 3.4** – Provide quality and accessible facilities to address the growing service and programmatic needs of the University.
 - **Objective 3.5** – Increase faculty and staff participation with student organizations and activities.
 - **Objective 3.6** – Increase connections between student and academic groups/activities/programs.

Current Related Initiatives/Priority Projects:

Programmatic

- Student Success Collaborative: student analytics to improve advising, engagement, and degree completion
- Degree Maps: degree plans that clarify to students how to be successful and graduate on-time
- Four Year Scheduling: planning and offering degree programs that can be completed in four years
- USA Scholars Initiative: supporting scholarship students to maintain scholarship eligibility
- JagROOTs: Minority student mentoring program
- First Four: increasing students' engagement and attachment to the University in the first four weeks, including convocation.
- Probation intervention: outreach directed to first semester freshman students who are on academic probation after one term.

- JagAlert: early academic alert for students under 60 credit hours.

Academic

- Redesign of foundational courses: develop a plan to improve student success in selected courses
- New Student Advising Center: Creation of professional advising center for all new students
- Attendance: develop a proposal for monitoring and responding to attendance issues
- Developmental Education: consider and propose alternative models and best practices
- Learning Communities: linked, and in cases integrated, courses for first semester freshmen
- First Year Experience course improvements: textbook
- JagSuccess: multiple learning services, including one-on-one tutoring, academic workshops, off-site academic tutoring in multiple locations, and Supplemental instruction, and individual academic planning sessions.

Financial

- Unmet Need Grants: identify gaps between student need and student resources and bridge gaps appropriately
- Flat, full-time tuition: consider implementation of constant tuition amount for full-time students between 12-18 hours

Policy

- Limiting Course Withdraw Policy
- Increase Admission Standards
- Review deadlines for admission
- Mandatory Freshman Advising

Identified Metrics indicating the 5 highest ranked metrics:

1. Graduation Rates (4, 5, and 6 year)
2. Freshmen to Sophomore Retention Rate
3. Percentage of Students earning 30 or more credit hours per year (30 in year 1, 60 in year 2, 90 in year 3)
4. Percentage of Students earning 24 or more credit hours per year (24 in year 1, 48 in year 2, 72 in year 3, 96 in year 4)
5. Increased Enrollment across diverse groups of academically qualified students
6. Student Licensure/Professional Exam Success
7. Student Success at Graduate/Professional School Admissions
8. Post-Graduation Employment Success
9. Levels of student perceptions of engagement
10. Assessments of student learning in academic programs
11. ACT scores by race/ethnicity
12. Student perceptions of their academic and social experiences

13. Student perceptions of academic support services
14. Level of student participation in campus activities and events
15. Levels of Student Engagement and Student perceptions of support services
16. Diversity of student body, faculty, and staff to include race, gender, and socio-economic class.
17. Student perceptions of institutional emphasis on diversity
18. Students perceptions of institutional emphasis on being an active and informed citizen
19. Faculty and staff participation with student organizations and activities
20. Student perceptions of faculty involvement with students outside of academic settings

Summary of Activities and Metrics to Assess Progress on the Institutional Priorities of the Strategic Plan

Priority Name: Global Engagement

Statement of Priority:

Strengthen the connections and collaborations between the University and the larger world by enhancing international experiences and understanding of other societies and cultures among faculty, staff, and students.

Priority Working Group Membership:

- John Smith, Chair
- David Johnson
- Ron Franks
- Lynne Chronister
- Julie Estes
- Jean Tucker
- Jim Connors
- Brenda Hinson
- Holly Hudson
- Bob Wood

Working Groups:

- Internationalization of the Curriculum – Holly Hudson (Chair)
- Number & Diversity of International Students and Study Abroad – Holly Hudson and Brenda Hinson (Chairs)
- 2 x 2 Agreements – Holly Hudson (Chair)
- Research Collaborations – Jim Connors (Chair)
- International Internships – Bob Wood (Chair)

Related Strategic Plan Objectives:

Goal 1 – Maintain and enhance an innovative and vibrant educational environment that supports teaching and promotes learning.

- Objective 1.3 – Recruit a diverse body of students who are well prepared for college study – Number and diversity of international students
- Objective 1.8 – Increase the incorporation of global perspectives into the educational environment – Internationalization of curriculum; number of students studying abroad; number of international exchanges for faculty; number of international internships locally and abroad.

Goal 2 – Advance the research, discovery, and creative activities of the University

- Objective 2.3 – Increase the economic and societal impact of discovery produced by USA faculty, post-doctoral fellows, and students on the Gulf Coast region, nationally and internationally – Number of high-quality, performing and collaborative research agreements signed with international businesses, especially those with a local presence.

Goal 3 – Enrich the quality of student life and the living/learning environment

- Objective 3.3 – Support and retain a diverse community of learners to enhance campus life and create opportunities to develop students as ethical and responsible leaders who make positive impacts in the community – Number of international students

Goal 5 – Strengthen the financial standing of the University using strategies that recognize and address financial and market realities in higher education

- Objective 5.4 – Continue to expand and strengthen the University’s fund-raising programs – Financial support to USA from local businesses to support internationalization of the campus; funding from international based public funds; funding for study abroad; gifts

Goal 6 – Expand and extend cultural, public service, athletic and economic development impacts of the University

- Objective 6.5 – Develop strong partnerships with organizations directly involved in regional economic, civic, and cultural development – Number (and rank) of international business leaders (including those with a local presence) serving on advisory committees for all colleges

Current Related Initiative/Priority Projects:

Committee appointed to begin development of a proposal for internationalization of the undergraduate curriculum

Responsible Person – Holly Hudson

Timeline – Ongoing

A goal established to reach 1,400 non-citizen international students by fall, 2020

Responsible Person – Brenda Hinson

Timeline – Ongoing

Plan to increase scholarship funds for study abroad being developed

Responsible Person – David Johnson

Timeline – fall 2015

Investigating possible agreement with AEMG to bring up to 100 Chinese students to campus through an agreement with 2 Chinese universities

Responsible Person – Holly Hudson
Timeline – Ongoing

Investigating possible agreement with Brazil Scientific Mobility Program (STEM programs)

Responsible Person – Holly Hudson
Timeline – Ongoing

Considering agreement with 100,000 Strong Initiative program to increase number of Mexican students.

Responsible Person – Holly Hudson
Timeline - Ongoing

Identified Metrics indicating the 5 highest ranked metrics:


1. Number and diversity of international students
2. Establishment of certificate programs as part of internationalization of the curriculum
3. Number of students participating in international experiences (study abroad; internships; etc.
4. Number of international scholarly activities
5. Number of high quality/high performing research collaborations signed with foreign universities and international businesses
6. Student perceptions of global perspectives
7. Number of international business leaders serving on advisory committees
8. Financial support to USA from local businesses
9. Funding from international based public funds



University of South Alabama
Office of Development and Alumni Relations
5910 USA South Drive, Mobile Townhouse
Mobile, AL 36688
(251) 460-7616 ~ Fax: (251) 460-7647

MEMORANDUM

VIA E-MAIL

DATE: April 21, 2015
TO: Members, University Community Engagement Task Force
FROM: Joe Busta 
SUBJECT: Final Draft of the Task Force Plan

Attached is, what I hope will be, the final draft of our plan. Please review and comment as soon as possible by email or phone for final submission to President Waldrop and Angela Coleman. Note all changes from the last draft are highlighted in yellow.

Thank you.

/sd

attachment

Summary of Activities and Metrics to Assess Progress on the Institutional Priorities of the Strategic Plan

DRAFT7

Priority Name: University-Community Engagement

Committee Charge

The University of South Alabama University-Community Engagement Committee defines, supports, measures and strategically advances the University's commitment to ongoing, permanent, sustainable and mutually beneficial community engagement relationships and opportunities, with the goal of achieving the Carnegie Foundation Community Engagement Classification for the University in 2020.

University-Community Engagement Purpose Statement

The University of South Alabama is committed to community engagement through the exchange of knowledge and resources with community organizations in a context of partnership and reciprocity, as well as through the encouragement and support of employees and students in ongoing, permanent and mutually beneficial relationships and partnerships with public and private community organizations, programs and activities.

Priority Working Group Membership:

Joseph Busta, Vice President, Development and Alumni Relations

Lynne Chronister, Vice President, Research and Economic Development

Angela Coleman, Associate Vice President, Institutional Effectiveness

Jen Ekman, Associate Director, Public Relations

Joel Erdmann, Director, Athletics

Happy Fulford, Executive Director, Governmental Relations

Bevley Green, Director, Career Services Center

Mike Haskins, Executive Director, Marketing and Communications

Michael Mitchell, Vice President, Student Affairs/Dean of Students

Karen Peterson, Senior Instructor, Arts and Sciences

Margaret Sullivan, Deputy Director, Business Development and Outreach, Mitchell Cancer Institute

Related Strategic Plan Objectives:

- Goal 6 – Expand and extend the cultural, public service, athletic and economic development impacts of the University. (Revision of the goal is recommended. See below.)
- Objective 6.2 – Increase the scope and impact of USA public service programs.
- Objective 6.5 – Develop strong partnerships with organizations directly involved in regional economic, civic, and cultural development.

Summary of Activities and Metrics to Assess Progress on the Institutional Priorities of the Strategic Plan

DRAFT7

Current Related Initiative/Priority Projects:

1. Recommendation: The University should consider seeking the Carnegie Classification subject to further study on time commitment and cost needed to pursue and establish a competitive program and to create measurements necessary to seek the classification successfully.

Metric: Dr. Busta scheduled a meeting with Vice Presidents, Johnson, Franks, Mitchell, Chronister, Smith, and Angela Coleman to discuss further. Decision to pursue Classification or not after further study.

Responsible Person: Angela Coleman

Implementation Time Frame: by April 2016

2. Recommendation: Creation and/or expansion of an office, size to be determined by university leadership, to encourage community engagement and service learning, develop metrics to collect data, establish a baseline on university engagement activities, and to assist students, faculty, and staff who wish to conduct engagement activities.

Metric: Office established and staffed, baseline established, metrics for measurement in place.

Responsible Person: Angela Coleman

Implementation Time Frame: Office established by April 2016; establish baseline and appropriate 2 year metrics by summer 2017

3. Recommendation: The University establish or formalize programs to enable all students interested in participating in internships to seek, as appropriate, internships to meet their needs and interests.
Metric: An approved policy and appropriate procedures, and the infrastructure established to implement this recommendation.

Responsible Persons: Bevley Green and Christopher Lynch

Implementation Time Frame: 1 year establish baseline and method to measure program by April 2016

4. Recommendation: The creation of a service diploma and/or a mechanism to credit successful student engagement experience on their transcripts.

Metric: Approved definition of what qualifies as student engagement. The establishment of a web based system for data collection, and creation of an approval process to qualify engagement activities for a service diploma and/or transcript notation.

Summary of Activities and Metrics to Assess Progress on the Institutional Priorities of the Strategic Plan

DRAFT7

Responsible Person: Mike Mitchell

Implementation Time Frame: Define and have approved the definition of student engagement by end of the summer 2015; implement degree or credential program fall 2016

5. Recommendation: The University regularly encourage appropriate university units to make community engagement a formal responsibility, in ways appropriate unique to each unit, routinely measure and report impact to the appropriate university office (main campus and health units).

Metric: Formal and regular encouragement by the university president and senior officers to encourage their faculty, staff, and students to become engaged. Development of a reward or recognition system to recognize excellence in university – community engagement.

Responsible Person: President and Presidential Staff

Implementation Time Frame: Letter of encouragement annually in June

Responsible Person: President

Implementation Time Frame: Appoint committee to develop a reward or recognition system by December 2015

Responsible Person: President or designee

Implementation Time Frame: Implement reward or recognition program by summer 2016

6. Recommendation: In order to best address recommendations 1 through 5 above, a community “focus” group program be designed to gather feedback and to solicit input about community expectations of and needs from the University of South Alabama.

Responsible Persons: University Community Engagement Task Force

Implementation Time Frame: Completion by September 1, 2015

7. Recommendation: Proposed revision to University Goal #6

Goal 6: Enhance USA’s commitment to community engagement by extending the cultural, public service, athletic, and economic development partnerships and impacts of the University.

A. Increase the number and variety of cultural programs and presentations.

B. Increase the scope and impact of USA public service programs.

C. Increase the numbers of attendees at University and USA Health System events and programs.

D. Provide the most accurate, objective, and reliable data, impact analysis, and projections in the University service area.

Summary of Activities and Metrics to Assess Progress on the Institutional Priorities of the Strategic Plan

DRAFT7

- E. Increase collaboration and partnerships with public, private, and governmental organizations directly involved in regional economic, civic, and cultural development.
- F. Enable all students interested in internships to participate in internships that meet their needs and interests.

6 Highest Ranked Metrics:

1. Creation of Office on Community Engagement by end of 2015 (CASTLE)
2. Decision on whether to pursue Carnegie Engagement Classification by April 2016
3. Approved program to enable any student seeking internship to obtain such by April 2016
4. Approve and create a "service" diploma or transcript mechanism to document student engagement by Fall 2016
5. Creation of a university-wide program to recognize individuals/departments for excellence in engagement
6. Increase the number of partnerships and collaborations with regional groups such as the Chamber of Commerce, economic development organizations, and city/county initiatives

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**



BUDGET AND FINANCE

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

BUDGET AND FINANCE COMMITTEE

**March 5, 2015
2:57 p.m.**

A meeting of the University of South Alabama Board of Trustees Budget and Finance Committee was duly convened by Mr. Tom Corcoran, Chair, on Thursday, March 5, 2015, at 2:57 p.m. in the Board Room of the Frederick P. Whiddon Administration Building.

Members Present: Tom Corcoran, Arlene Mitchell, Jimmy Shumock, Sandy Stimpson and Jim Yance.

Member Absent: Steve Stokes.

Other Trustees: Chandra Brown Stewart, Steve Furr, Ron Jenkins, Bettye Maye, Bryant Mixon, Ken Simon and Mike Windom.

Administration and Others: Joe Busta, Lynne Chronister, Monica Curtis, Joel Erdmann, Julie Estis (Faculty Senate), Ron Franks, Stan Hammack, Mike Haskins, David Johnson, Doug Marshall (Faculty Senate), Mike Mitchell, Steve Simmons, John Smith, Polly Stokley, Jean Tucker, Tony Waldrop and Kevin West (Faculty Senate).

Press: Cassie Fambro (*Press-Register/al.com*), Alyssa Newton (*Vanguard*) and Alyson Stokes (*Lagniappe*).

The meeting came to order and the attendance roll was called. Mr. Corcoran, Committee Chair, called for consideration of the minutes for the Committee meeting held on December 4, 2014. On motion by Ms. Mitchell, seconded by Mr. Shumock, the minutes were approved unanimously.

Mr. Corcoran called upon Mr. Simmons to address **ITEM 10**, the quarterly financial statements for the three months ended December 31, 2014. Mr. Simmons stated the information reported in the statements was as expected.

Ms. Polly Stokley, University Controller and Chair of the University's Process Improvement Committee (PIC), presented **ITEM 11**, a report on the work of the president-appointed, 18-member team made up of faculty and staff. Accompanied by a visual summary, she discussed the group's mission statement and the handling of recommendations forwarded by the University community to the PIC for consideration. She said a total of 94 suggestions have been forwarded since the committee's installment in June 2014, 70 of which came in right away. She reported closure on 16 percent of the recommendations logged.

Mr. Simmons discussed **ITEM 12**, a resolution authorizing a \$5 million unsecured, revolving line of credit with BBVA Compass Bank and giving the President and Vice President for Finance and

Administration the authority to execute the documentation and actions necessary for implementation, and to initiate credit advances as needed (for copies of resolutions, policies and other authorized documents, refer to the minutes of the March 6, 2015, Board of Trustees meeting). He said access to an open line of credit would be to the University's advantage from time to time, and stated plans are to draw upon the available funds now to replace operating cash from the Hospitals that was used to complete the Mobile Area Water and Sewer System property acquisition. He discussed that the terms include a rate of one percent above the LIBOR (London Interbank Offered Rate) and he stated the fees were waived. On motion by Mayor Stimpson, seconded by Mr. Shumock, the Committee agreed unanimously to recommend approval by the Board of Trustees.

Mr. Simmons addressed **ITEM 13**, a resolution authorizing the President to transfer \$2.5 million from the USA Health System to the USA HealthCare Management (HCM), LLC, as a capital investment for the creation of the Gulf Coast Regional Care Organization, of which the University is a sole member. Mr. Corcoran asked Mr. Simmons to distinguish between the Health System and HCM entities. Mr. Simmons described that both operations belong to the University, and that the LLC designation provides certain legal protections. He said the transaction requested is a transfer of cash to meet Medicaid's solvency requirement should the RCO fail to move forward. Mr. Yance asked about the next capital commitment. Mr. Simmons projected an installment of \$15 million out of the overall \$40 million cost that is expected. Mr. Simmons and Mr. Hammack addressed a range of complexities involving RCO creation and management. On motion by Mr. Shumock, seconded by Ms. Mitchell, the Committee agreed unanimously to recommend approval by the Board of Trustees.

There being no further business, the meeting was adjourned at 3:20 p.m.

Respectfully submitted:

E. Thomas Corcoran, Chair

University of South Alabama
(A Component Unit of the State of Alabama)

Basic Financial Statements

Six Months Ended March 31, 2015 and 2014

Unaudited

**University of South Alabama
(A Component Unit of the State of Alabama)**

Quarterly Financial Statements

Six Months Ended March 31, 2015 and 2014

Contents

Management's Discussion and Analysis	1
Unaudited Quarterly Financial Statements	
Statements of Net Position.....	9
Statements of Revenues, Expenses and Changes in Net Position	10
Statements of Cash Flows.....	11
Notes to Financial Statements.....	13

University of South Alabama
Management's Discussion and Analysis

Introduction

The following discussion presents an overview of the financial position and financial activities of the University of South Alabama (the University). This discussion was prepared by University management and should be read in conjunction with the financial statements and notes thereto, which follow.

Financial Highlights

At March 31, 2015, the University had total assets and deferred outflows of \$1,027,895,000, total liabilities of \$512,071,000 and net position of \$515,824,000. University net position increased \$16,274,000 for the six months ended March 31, 2015 compared to an increase of \$13,321,000 for the six months ended March 31, 2014. An overview of each statement is presented below along with a financial analysis of the transactions impacting the statement.

Condensed financial statements for the University at and for the three months ended March 31, 2015 and 2014 follow (in thousands):

Condensed Statements of Net Position

	<u>2015</u>	<u>2014</u>
<i>Assets</i>		
Current	\$ 314,117	\$ 339,954
Capital and other noncurrent assets	712,330	722,642
	<u>1,027,447</u>	<u>1,062,596</u>
Deferred outflows	448	-
	<u>1,027,895</u>	<u>1,062,596</u>
<i>Liabilities</i>		
Current	105,838	144,007
Noncurrent	406,233	412,278
	<u>512,071</u>	<u>556,285</u>
<i>Net Position</i>		
Net Investment in Capital Assets	228,868	225,413
Restricted, nonexpendable	42,040	38,310
Restricted, expendable	60,408	60,943
Unrestricted	184,508	181,645
	<u>\$ 515,824</u>	<u>\$ 506,311</u>

University of South Alabama

Management's Discussion and Analysis (continued)

Condensed Statements of Revenues, Expenses and Changes in Net Position

	2015	2014
<i>Operating revenues</i>		
Tuition and fees	\$ 66,904	\$ 57,179
Hospital revenues, net	139,897	124,180
Other	70,031	63,129
	276,832	244,488
<i>Operating expenses</i>		
Salaries and benefits	217,595	210,619
Supplies and other services	80,796	71,757
Other	27,977	25,794
	326,368	308,170
Operating loss	(49,536)	(63,682)
<i>Nonoperating revenues (expenses)</i>		
State appropriations	51,987	51,348
Other, net	9,837	18,046
Net nonoperating revenues, net	61,824	69,394
Other revenues, expenses, gains or losses	3,986	7,609
Increase in net position	16,274	13,321
<i>Net Position</i>		
Beginning of period	499,550	492,990
End of period	\$ 515,824	\$ 506,311

Analysis of Financial Position and Results of Operations

Statements of Net Position

The statements of net position present the assets, liabilities and net position of the University as of the end of the current reporting period. The net position is displayed in three parts, net investment in capital assets net of related debt, restricted and unrestricted. Restricted net position may either be expendable or nonexpendable and are those assets that are restricted by law or by an external donor. Unrestricted net position, while it is generally designated for specific purposes, is available for use by the University to meet current expenses for any purposes. The statements of net position, along with all of the University's basic financial statements, are prepared under the accrual basis of

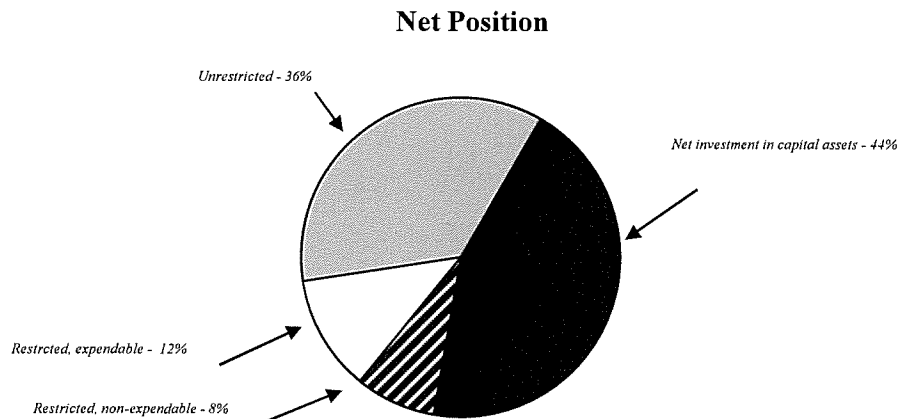
University of South Alabama

Management's Discussion and Analysis (continued)

accounting, whereby revenues are recognized when the service is provided and expenses are recognized when others provide the service to the University, regardless of when cash is exchanged.

Assets included in the statements of net position are classified as current or noncurrent. Current assets consist primarily of cash and cash equivalents, operating investments and hospital patient accounts receivable. Current liabilities consist primarily of accounts payable, accrued liabilities and unrecognized revenue.

Net position represents the residual interest in the University's assets after liabilities are deducted and are classified into one of four categories as shown on the following illustration, as of the end of the current reporting period:



Net investment in capital assets represents the University's capital assets less accumulated depreciation and outstanding principal balances of debt attributable to the acquisition, construction or improvement of those assets.

Restricted nonexpendable net position consists primarily of the University's permanent endowment funds. The corpus of these funds may not be expended and must remain with the University in perpetuity. Only the earnings from these funds may be expended. Restricted expendable net position is subject to externally imposed restrictions governing their use. The funds are restricted primarily for debt service, capital projects, student loans and scholarship purposes.

University of South Alabama

Management's Discussion and Analysis (continued)

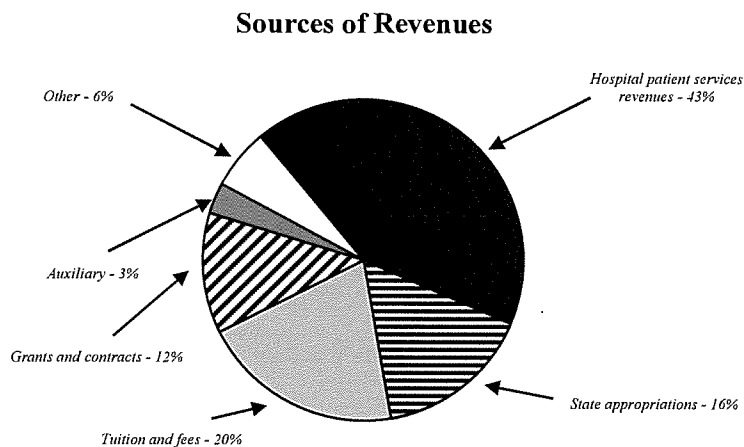
Although unrestricted net position is not subject to externally imposed stipulations, substantially all of the University's unrestricted net position has been designated for various academic and research programs and initiatives as well as capital projects.

Statements of Revenues, Expenses and Changes in Net Position

Changes in total University net position as presented on the statements of net position is based on the activity presented in the statements of revenues, expenses and changes in net position. The purpose of the statements is to present the revenues recognized by the University, both operating and nonoperating, and the expenses incurred by the University, operating and nonoperating, and any other revenues, expenses, gains and losses recognized or incurred by the University.

Generally, operating revenues are received for providing goods and services to the various customers and constituencies of the University. Operating expenses are those expenses paid to acquire or produce the goods and services provided in return for the operating revenues, and to carry out the mission of the University. Nonoperating revenues are revenues received for which goods and services are not provided. GASB Statement No. 34 requires that state appropriations be classified as nonoperating.

Approximately one-half of the operating revenues of the University are hospital patient care revenues. The remainder consists primarily of tuition and fees, grants and contracts, auxiliary enterprise and other revenues. The following illustration presents the major sources of University revenues (operating, nonoperating and other) for the current period:

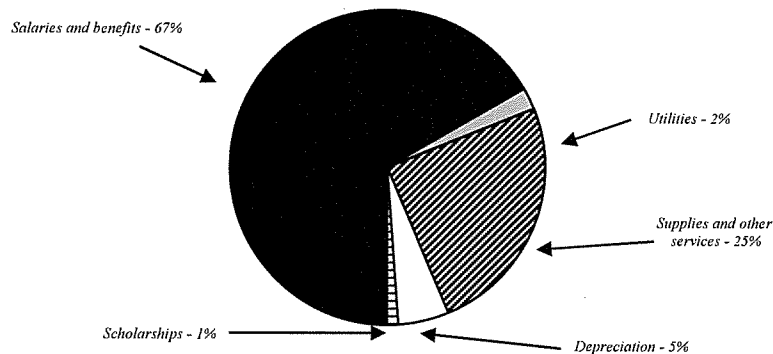


University of South Alabama

Management's Discussion and Analysis (continued)

University expenses are presented using natural expense classifications. Salaries and benefits represent the majority of the University's operating expenses. The following illustration presents the major University operating expenses, including the hospitals, using natural classification for the current period:

Operating Expenses by Natural Classification



Capital Assets and Debt Administration

During the current period, construction and construction planning continued on the Medical Professional Office Building. Additionally, several other smaller construction and renovation projects at the University and Hospitals remained ongoing during the current period. The construction of New Hall, the renovation of the Student Center and the expansion of the USA Children's and Women's Hospital was essentially completed in fiscal 2014.

In June 2013, the University issued the University Facilities Revenue Capital Improvement Bonds, Series 2013-A, 2013-B and 2013-C, with a face value of \$50,000,000. The net proceeds of these bonds will be used to fund the construction of a new professional medical office building as well as other construction and other capital projects on the main campus of the University.

In March 2014, the University issued the University Facilities Revenue Refunding Bond, Series 2014-A, with a face value of \$41,245,000. The proceeds of this bond were used to

University of South Alabama

Management's Discussion and Analysis (continued)

refund the University's Series 2004 bonds in connection with the termination of the swaption, as discussed below.

In order to realize debt service savings currently from future debt refunding, in January 2008, the University entered into a synthetic advance refunding of the outstanding Series 2004 and 2006 bonds. This transaction was effected through the sale of two swaptions by the University to the counterpart and resulted in an up-front payment to the University totaling \$9,328,000 in exchange for selling the counterpart the option to enter into an interest rate swap with respect to the Series 2004 and 2006 bonds. A portion of this payment was considered a borrowing and was included in the long-term debt of the University. THE fair value component of the refunding associated with the swaps was considered an investment derivative and, as such, the change in the fair value component was reflected as a component of investment income.

In December 2013, the counterpart exercised its option with respect to the 2004 swaption and forced the University into an underlying swap. The University refunded its Series 2004 bonds, issued the 2014-A variable rate bond and terminated the Series 2004 swaption. As a result of this termination, the borrowing arising from the Series 2004 swaption of \$1,696,000 and the investment derivative of \$5,213,000 were written off and an investment loss of \$2,229,000 was recognized in 2014. A borrowing arising from the 2014 swap of \$9,138,000 was recognized and is reported, net of amortization, in the statement of net position.

In March 2015, the University established a revolving line of credit for \$5,000,000. At March 31, 2015 approximately \$1,263,000 was outstanding on this line.

The University's bond credit rating is A1 as rated by Moody's Investors Services and A+ as rated by Standard and Poor's Rating Services. Neither rate has changed during 2014 or 2015.

Economic Outlook

While enrollment and tuition have generally increased in recent years, state appropriations prior to 2006 were relatively flat. However, in the 2008, 2007 and 2006 fiscal years, the University experienced increases of 16%, 19% and 17%, respectively. These increases were unusually high. For the 2009 fiscal year, the University's original state appropriation decreased 12.8% or approximately \$17,882,000. Additionally, in December 2008 the Governor of Alabama announced proration of 9%, or approximately \$10,967,000; and in July 2009, the Governor announced additional proration of 2%, or

University of South Alabama

Management's Discussion and Analysis (continued)

approximately \$2,437,000. Therefore, the total decrease in the 2009 state appropriation was approximately \$31,286,000 to \$108,451,000, or 22.4% lower than in 2008.

A state appropriation in the amount of approximately \$105,639,000 was authorized and received for the year ended September 30, 2012.

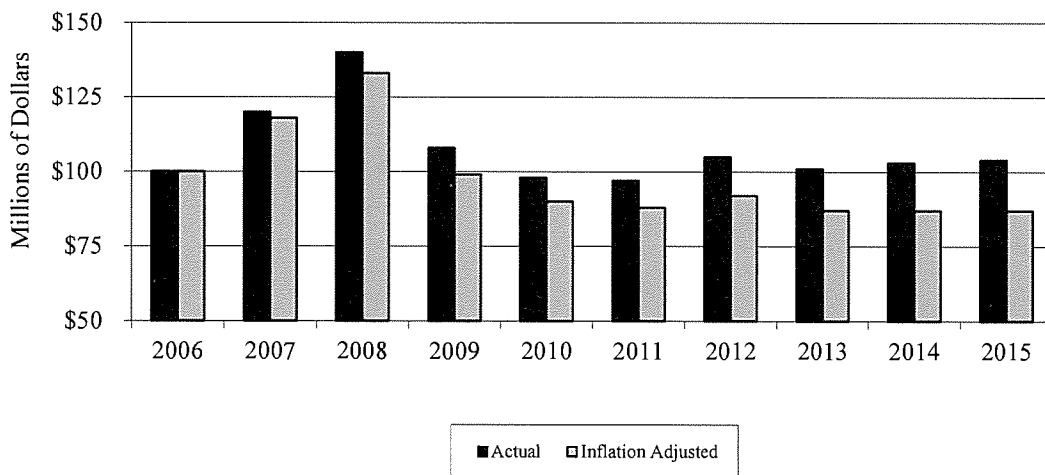
A state appropriation in the amount of approximately \$102,585,000 was authorized and received for the year ended September 30, 2013.

A state appropriation in the amount of approximately \$103,696,000 was authorized and received for the year ending September 30, 2014.

A state appropriation in the amount of approximately \$103,974,000 has been authorized and is being received for the year ending September 30, 2015. This represents a \$279,000 increase from the fiscal 2014 appropriation received. While no announcement has been made or is anticipated, the University is aware that reductions in its 2015 appropriation are possible

State appropriations (actual and adjusted for inflation) for the last ten years are illustrated below:

State Appropriations - Ten-year Trend



University of South Alabama

Management's Discussion and Analysis (continued)

In addition to state appropriations, the University is subject to declines in general economic conditions in the United States and, specifically, the State of Alabama. Weakening of the economy could have a potential negative impact on the University's enrollment, extramural funding, endowment performance, and health care operations.

Other than the issues presented above, University administration is not aware of any other currently known facts, decisions, or conditions that are expected to have a significant effect on the University's financial position or results of operations during fiscal year 2015 beyond those unknown variables having a global effect on virtually all types of business operations.

University of South Alabama

Statements of Net Position

March 31, 2015 and 2014

(In thousands)

	2015	2014
Assets		
Current assets		
Cash and cash equivalents	\$ 103,971	\$ 113,407
Investments, at fair value	141,548	145,752
Net patient service receivables	28,080	32,309
Accounts receivable, affiliates	14,436	21,368
Accounts receivable, other	12,882	10,791
Notes receivable, net	392	6,695
Prepaid expenses, inventories and other	10,808	9,632
Total current assets	<u>312,117</u>	<u>339,954</u>
Noncurrent assets		
Restricted cash and cash equivalents	32,998	86,218
Restricted investments	47,619	27,532
Investments, at fair value	24,811	483
Accounts receivable	2,588	4,279
Notes receivable, net	5,057	4,630
Other noncurrent assets	27,629	27,266
Capital assets (net of accumulated depreciation)	574,628	572,234
Total noncurrent assets	<u>715,330</u>	<u>722,642</u>
Total Assets	1,027,447	1,062,596
Deferred outflows		
	448	-
Total Assets and deferred outflows	<u>1,027,895</u>	<u>1,062,596</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	37,935	44,759
Unrecognized revenue	49,660	41,083
Deposits	2,814	2,403
Note Payable	1,263	-
Current portion of long-term debt	14,166	55,762
Total current liabilities	<u>105,838</u>	<u>144,007</u>
Noncurrent liabilities		
Long-term debt	375,049	380,836
Other long-term liabilities	31,184	31,442
Total noncurrent liabilities	<u>406,233</u>	<u>412,278</u>
Total liabilities	<u>512,071</u>	<u>556,285</u>
Net position		
Net investment in capital assets	228,868	225,413
Restricted, nonexpendable		
Scholarships	20,223	16,865
Other	21,817	21,445
Restricted, expendable		
Scholarships	14,695	14,492
Other	45,713	46,451
Unrestricted	184,508	181,645
Total net position	<u>\$ 515,824</u>	<u>\$ 506,311</u>

See accompanying notes to basic financial statements.

University of South Alabama

Statements of Revenues, Expenses and Changes in Net Position

Six Months Ended March 31, 2015 and 2014

(In thousands)

	2015	2014
Revenues		
Operating revenues		
Tuition and fees (net of scholarship allowances)	\$ 66,904	\$ 57,179
Patient services and other (net of contractual allowances and bad debt expense)	139,897	117,528
Federal grants and contracts	7,584	8,860
State grants and contracts	3,360	3,397
Private grants and contracts	28,961	26,007
Auxiliary enterprises (net of scholarship allowances)	10,235	9,638
Other operating revenues	19,891	21,879
Total operating revenues	276,832	244,488
Expenses		
Operating expenses		
Salaries and benefits	217,595	210,619
Supplies and other services	80,796	71,757
Scholarships and fellowships	3,683	3,543
Utilities	7,293	7,436
Depreciation and amortization	17,001	14,815
Total operating expenses	326,368	308,170
Operating loss	(49,536)	(63,682)
Nonoperating revenues (expenses)		
State appropriations	51,987	51,348
Investment income and gains (losses) on investments	3,776	7,328
Interest on indebtedness	(7,942)	(6,685)
Other nonoperating revenues	17,270	17,483
Other nonoperating expenses	(3,267)	(80)
Net nonoperating revenues	61,824	69,394
Income (loss) before other revenues, expenses, gains or losses	12,288	5,712
Capital appropriations	-	1,709
Capital gifts and grants	1,666	456
Additions to endowment	2,320	5,444
Increase in net position	16,274	13,321
Net position		
Beginning of period	499,550	492,990
End of period	\$ 515,824	\$ 506,311

See accompanying notes to basic financial statements.

University of South Alabama

Statement of Cash Flows

Six Months Ended March 2015 and 2014

(in thousands)

	2015	2014
Cash flows from operating activities:		
Receipts related to tuition and fees	\$ 49,402	\$ 43,763
Receipts from and on behalf of patients and third-party payers	141,772	120,934
Receipts from grants and contracts	37,115	34,975
Receipts related to auxiliary enterprises	9,332	8,454
Payments to suppliers and vendors	(90,128)	(77,836)
Payments to employees and related benefits	(224,220)	(215,841)
Payments for scholarships and fellowships	(3,683)	(3,543)
Other operating receipts	42,891	29,468
	(37,519)	(59,626)
Cash flows from noncapital financing activities:		
State appropriations	34,475	34,232
Endowment gifts	2,320	5,444
Agency funds received	407	447
Agency funds disbursed	(520)	(302)
Student loan program receipts	63,196	58,319
Student loan program disbursements	(63,449)	(58,270)
Other nonoperating revenues	14,946	15,372
Other nonoperating expenses	(3,267)	(80)
	48,108	55,162
Cash flows from capital and related financing activities:		
Capital gifts and grants	1,666	532
Purchases of capital assets	(13,244)	(15,845)
Proceeds from sale of capital assets	3,846	3,698
Proceeds from issuance of capital debt	1,263	41,245
Principal payments on capital debt	(6,395)	(6,345)
Interest payments on capital debt	(7,679)	(7,691)
	(20,543)	15,594
Cash flows from investing activities:		
Interest and dividends on investments	5,161	2,997
Proceeds from sales of investments	37,492	6,971
Purchases of investments	(23,979)	(42,596)
	18,674	(32,628)
Net decrease in cash and cash equivalents	8,720	(21,498)
Cash and cash equivalents (unrestricted and restricted):		
Beginning of year	128,249	221,123
End of period	\$ 136,969	\$ 199,625

University of South Alabama

Statement of Cash Flows

Six Months Ended March 31, 2015 and 2014

(in thousands)

	<u>2015</u>	<u>2014</u>
Reconciliation of operating loss to net cash used in operating activities:		
Operating loss	\$ (49,536)	\$ (63,682)
Adjustments to reconcile operating loss to net cash used in operating activities:		
Depreciation and amortization expense	17,001	14,815
Changes in operating assets and liabilities, net:		
Student receivables	970	3,560
Net patient accounts receivable	2,264	(3,256)
Grants and contracts receivables	(2,091)	(2,553)
Other receivables	7,836	(18,769)
Prepaid expenses, inventories, and other	(168)	864
Accounts payable and accrued liabilities	(10,278)	16,688
Deferred revenue	(3,517)	(7,293)
Net cash used in operating activities	<u>\$ (37,519)</u>	<u>\$ (59,626)</u>

See accompanying notes to basic financial statements.

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

1. Summary of Significant Accounting Policies

Reporting Entity

The accompanying basic financial statements present the financial position and activities of the University of South Alabama (the University), which is a component unit of the State of Alabama.

The financial reporting entity, as defined by Governmental Accounting Standards Board (GASB) Statement No. 14, *The Financial Reporting Entity* and amended by GASB Statement No. 39, *Determining Whether Certain Organizations Are Component Units*, and GASB Statement No. 61, *The Financial Reporting Entity: Omnibus*, consists of the primary government and all of its component units. Component units are legally separate organizations for which the primary government is financially accountable and other organizations for which the nature and significance of their relationship with the primary government are such that exclusion would cause the financial statements to be misleading or incomplete. Accordingly, at year-end, the basic financial statements include the accounts of the University, as the primary government, and the accounts of the following entities as component units.

GASB Statement No. 61 amends GASB Statements No. 14 and No. 39, and provides criteria for determining whether criteria organization should be reported as component units based on the nature and significance of their relationship with the primary government. Such criteria include the appointment of a voting majority of the board of the organization, the ability to impose the will of the primary government on the organization and the financial benefits/burden between the primary government and the potential component unit. The statement also clarifies reporting and disclosure requirements for those organizations. Based on these criteria, the University reports the University of South Alabama Foundation (USA Foundation), the University of South Alabama Health Services Foundation (USAHSF), the USA Research and Technology Corporation (the Corporation), and the Gulf Coast Regional Care Organization (RCO) as discretely presented component units in its annual financial statements. For quarterly reporting purposes, discretely presented component unit financial statements are not presented in the basic financial statements of the University.

The University is also affiliated with the South Alabama Medical Science Foundation. This entity is not considered a component unit of the University under the provisions of GASB Statement Nos. 14, 39 and 61.

GASB Statement No. 61 requires the University, as the primary government, to include in its basic financial statements, as a blended component unit, organizations that, even though they are legally separate entities, meet certain requirements as defined by GASB Statement No. 61. Based on these criteria, the University reports the Professional Liability Trust Fund, the General Liability Trust Fund and the USA HealthCare Management, LLC as blended component units. For quarterly reporting purposes, only the USA HealthCare

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

Management, LLC is presented as a blended component unit in the basic financial statements of the University.

Professional Liability and General Liability Trust Funds

The medical malpractice liability of the University is maintained and managed in a separate professional liability trust fund (the PLTF) in which the University, USAHSF, and USA HealthCare Management, LLC are the only participants. In accordance with the bylaws of the trust fund, the president of the University is responsible for appointing members of the trust fund policy committee. Additionally, the general liability of the University is maintained and managed in a general liability trust fund (the GLTF) for which the University is responsible, as defined by GASB Statement No. 14. The PLTF and GLTF are separate legal entities which are governed by the University Board of Trustees through the University president.

USA HealthCare Management, LLC

In June 2010, the University's Board of Trustees approved the formation of USA HealthCare Management, LLC (the LLC). The University is the sole member of the LLC, which was organized for the purpose of managing and operating on behalf of and as agent for, substantially all of the health care enterprises of the University.

University of South Alabama Foundation

The USA Foundation is a not-for-profit corporation that was organized for the purpose of promoting education, scientific research and charitable purposes, and to assist in developing and advancing the University in furthering, improving and expanding its properties, services, facilities, and activities. Because of the significance of the relationship between the University and the USA Foundation, the USA Foundation is considered a component unit of the University. The Board of Directors of the USA Foundation is not appointed or controlled by the University. The University receives distributions from the USA Foundation primarily for scholarship, faculty and other support. The USA Foundation presents its financial statements in accordance with standards issued by the Financial Accounting Standards Board (FASB). The USA Foundation has a June 30 fiscal year end which differs from the University's September 30 fiscal year end.

University of South Alabama Health Services Foundation

The USAHSF is a not-for-profit corporation that exists to provide a group medical practice for physicians who are faculty members of the University and to further medical education and research at the University. Because of the significance of the relationship between the University and USAHSF, USAHSF is considered a component unit of the University. The USAHSF reimburses the University for salaries, certain administrative expenses, Dean's clinical assessment and other support services. The USAHSF presents its financial statements in accordance with standards issued by the FASB.

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

USA Research and Technology Corporation

The Corporation is a not-for-profit corporation that exists for the purpose of furthering the educational and scientific mission of the University by developing, attracting, and retaining technology and research industries in Alabama that will provide professional and career opportunities to the University's students and faculty. Because of the relationship between the University and the Corporation, the Corporation is considered a component unit of the University. The Corporation presents its financial statements in accordance with the GASB.

In September 2010, the Corporation caused the formation of NovALtech, LLC (NovALtech). NovALtech is a single-member limited liability company that exists for the purpose of engaging in scientific research and development activities and facilitating the transfer and utilization of technology, patents, processes, copyrights, formulae and other know-how. The activities of NovALtech are included in the financial statements of the Corporation.

As more fully noted in footnote 14, in April 2015, the Board of Trustees of the University authorized the president of the University to accept the transfer of all net assets from the Corporation to the University.

Gulf Coast Regional Care Organization

The RCO is a not-for-profit corporation formed in July 2014 for the purpose of creating and operating a community-led network to coordinate the health care of Medicaid patients in southwest Alabama. The initial member of the RCO is the LLC. The operations of the RCO commenced on April 1, 2015.

Measurement Focus and Basis of Accounting

For financial reporting purposes, the University is considered a special purpose governmental agency engaged only in business-type activities, as defined by GASB Statement No. 34. Accordingly, the University's basic financial statements have been presented using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned, and expenses are recorded when an obligation has been incurred.

The University prepares its basic financial statements in accordance with U. S. generally accepted accounting principles, as prescribed by the GASB, including all applicable effective statements of the GASB and all statements of the FASB issued through November 30, 1989 that do not conflict with GASB pronouncements. The University has elected not to apply the provisions of any pronouncements of the FASB issued after November 30, 1989.

Use of Estimates

The preparation of financial statements in conformity with U. S. generally accepted accounting principles requires that management make estimates and assumptions affecting

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

the reported amounts of assets and liabilities, revenues and expenses, as well as disclosure of contingent assets and liabilities. Actual results could differ from those estimates.

In particular, laws and regulations governing the Medicare and Medicaid programs are extremely complex and subject to interpretation. As a result, there is at least a reasonable possibility that recorded estimates related to these programs could change by a material amount in the near term.

Cash and Cash Equivalents

Cash and cash equivalents are defined as petty cash, demand accounts and any short-term investments that take on the character of cash. These investments generally, but not always, have maturities of less than three months and include repurchase agreements and money market accounts.

Investments and Investment Income

Investments are recorded at fair value. Investments received by gift are recorded at fair value at the date of receipt. Changes in the fair value of investments are reported in investment income.

Derivatives

The University has adopted the provisions of GASB Statement No. 53, *Accounting and Financial Reporting for Derivative Instruments*. GASB 53 establishes a framework for accounting and financial reporting related to derivative instruments, requiring the fair value of the derivatives to be recognized in the basic financial statements

The University has two interest rate swaptions which were entered into in January 2008. As a result of entering into the swaptions, the University received up-front payments. Swaptions are considered hybrid instruments which are required to be bifurcated into the fair value of the derivative and a piece that reflects a borrowing for financial statement purposes, which will accrete interest over time. The University determined that as of the current period, the swaptions were not hedging derivative instruments. Therefore, the swaptions are required to be recorded as investment derivatives, with the change in fair value flowing through the statements of revenues, expenses, and changes in net assets.

Accounts Receivable

Accounts receivable primarily result from net patient service revenue. Accounts receivable from affiliates primarily represent amounts due from USAHSF for salaries, and certain administrative and other support services. Accounts receivable – other includes amounts due from students, the federal government, state and local governments, or private sources in connection with reimbursement of allowable expenditures made pursuant to the University's grants and contracts. Accounts receivable are recorded net of estimated uncollectible amounts.

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

Inventories

The University's inventories primarily consist of bookstore inventories and medical supplies and pharmaceuticals. Bookstore inventories are valued at the lower of cost (moving average basis) or market. Medical supplies and pharmaceuticals are stated at the lower of cost (first-in, first-out basis) or market.

Capital Assets

Capital assets are recorded at cost, if purchased or at fair value at date of donation. Depreciation is provided over the useful life of each class of depreciable asset using the straight-line method. Major renewals and renovations are capitalized. Costs for repairs and maintenance are expensed when incurred. When assets are retired or otherwise disposed of, the cost and related accumulated depreciation are removed from the accounts and the gain or loss, if any, is included in nonoperating revenues (expenses) in the statements of revenues, expenses, and changes in net assets.

All capital assets other than land are depreciated using the following asset lives:

Buildings, infrastructure and certain building components	40 to 100 years
Fixed equipment	10 to 20 years
Land improvements	8 to 20 years
Library materials	10 years
Other equipment	4 to 15 years

Certain buildings are componentized for depreciation purposes.

Interest costs for certain assets constructed are capitalized as a component of the cost of acquiring those assets.

Unrecognized Revenue

Student tuition, fees, and dormitory rentals are deferred and recognized over the applicable portion of each school term.

Operating lease rental payments related to the University's lease of USA Knollwood Hospital to the Infirmary Health System, Inc. are deferred and recognized as revenue over the term of the lease using the straight-line method. This lease was terminated in July 2013. As such no amounts remain in unrecognized revenue at December 31, 2013 related to this transaction.

Classifications of Net Position

The University's net position is classified as follows:

Net investment in capital assets represents the University's total investment in capital assets, net of outstanding debt obligations related to those capital assets. To the extent debt

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

has been incurred but not yet expended for capital assets; such debt is excluded from the calculation of *net investment in capital assets*.

Restricted, nonexpendable net position consists of endowment and similar type funds which donors or other outside sources have stipulated, as a condition of the gift instrument, the principal is to be maintained inviolate and in perpetuity, and invested for the purpose of producing present and future income, which may either be expended or added to principal.

Restricted, expendable net position includes resources that the University is legally or contractually obligated to spend in accordance with restrictions imposed by external parties.

Unrestricted net position represents resources derived from student tuition and fees, state appropriations, net patient service revenue, sales and services of educational activities and auxiliary enterprises. Auxiliary enterprises are substantially self-supporting activities that provide services for students, faculty, and staff. While unrestricted net assets may be designated for specific purposes by action of management or the Board of Trustees, they are available for use at the discretion of the governing board, to meet current expenses for any purpose. Substantially all unrestricted net assets are designated for academic and research programs and initiatives, and capital programs.

When an expense is incurred that can be paid using either restricted or unrestricted resources, the University addresses each situation on a case-by-case basis prior to determining the resources to be used to satisfy the obligation.

Scholarship Allowances and Student Financial Aid

Student tuition and fees, and certain other revenues from students, are reported net of scholarship discounts and allowances in the statements of revenues, expenses, and changes in net assets. Scholarship allowances are the difference between the stated charge for goods and services provided by the University and the amount that is paid by students and/or third parties making payments on the students' behalf. Certain governmental grants, such as Pell grants and other federal, state, or nongovernmental programs are recorded as either operating or nonoperating revenues in the University's basic financial statements based on their classification as either an exchange or nonexchange transaction. To the extent that revenues from such programs are used to satisfy tuition and fees and certain other student charges, the University has recorded a scholarship allowance.

Donor Restricted Endowments

The University is subject to the "Uniform Prudent Management of Institutional Funds Act (UPMIFA)" of the Code of Alabama. This law allows the University, unless otherwise restricted by the donor, to spend net appreciation, realized and unrealized, on the endowment. The law also allows the University to appropriate for expenditure or accumulate to an endowment fund such amount as to University determines to be prudent for the purposes for which the endowment was established. The University's endowment

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

spending policy provides that 5% of the three-year invested net asset moving average value (inclusive of net realized and unrealized gains and losses), as measured at September 30, is available annually for spending. The University's policy is to retain the endowment net interest and dividend income and net realized and unrealized appreciation with the endowment after distributions allowed by the spending policy have been made. These amounts, unless otherwise directed by the donor, are included in restricted, expendable net assets.

Classification of Revenues

The University has classified its revenues as either operating or nonoperating revenues.

Operating revenues include activities that have the characteristics of exchange transactions such as student tuition and fees, net of scholarship discounts and allowances; sales and services of auxiliary enterprises, net of scholarship allowances; most federal, state, and local grants and contracts; and net patient service revenue.

Nonoperating revenues include activities that have the characteristics of nonexchange transactions, such as gifts and contributions, and other revenue sources such as state appropriations, investment income, and gifts.

Gifts and Pledges

Pledges of financial support from organizations and individuals representing an unconditional promise to give are recognized in the basic financial statements once all eligibility requirements, including time requirements, have been met. In the absence of such a promise, revenue is recognized when the gift is received. Endowment pledges generally do not meet eligibility requirements, as defined by GASB Statement No. 33, *Accounting and Financial Reporting for Nonexchange Transactions* and are not recorded as assets until the related gift has been received. Unconditional promises that are expected to be collected in future years are recorded at the present value of the estimated future cash flows.

Grants and Contracts

The University has been awarded grants and contracts for which funds have not been received or expenditures made for the purpose specified in the award. These awards have not been reflected in the basic financial statements, but represent commitments of sponsors to provide funds for specific research or training projects. For grants that have allowable cost provisions, the revenue will be recognized as the related expenditures are made. For grants with work completion requirements, the revenue is recognized as the work is completed. For grants without either of the above requirements, the revenue is recognized as it is received.

Net Patient Service Revenue

Net patient service revenue is reported at estimated net realizable amounts due from patients, third-party payers and others for healthcare services rendered, including estimated

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

retroactive revenue adjustments due to future audits, reviews and investigations. Retroactive adjustments are considered in the recognition of revenue on an estimated basis in the period the related services are rendered and such amounts are adjusted in future periods, as adjustments become known or as years are no longer subject to such audits, reviews and investigations.

Recently Adopted Accounting Pronouncements

In 2013, the University adopted the provisions of GASB Statement No. 61, *The Financial Reporting Entity: Omnibus*. GASB Statement No. 61 amends GASB Statements No. 14 and 39 and modifies certain requirements for inclusion of component units in the financial reporting entity. GASB Statement No. 61 requires that for organizations that previously were included as component units my meeting the fiscal dependency criterion, a financial benefit or burden relationship also would need to be present between the primary government and that organization for it to be included in the reporting entity as a component unit. Statement No. 61 also established criteria to require inclusion based on other additional factors, such as organization board appointment, financial benefit or burden and operational management of the organization. The adoption of this statement had no financial reporting entity impact on the University's component units; however it did require additional disclosures for blended component units.

In 2013, the University also adopted the provisions of GASB Statement No. 63, *Financial Reporting of Deferred Outflows of Resources, Deferred inflows of Resources, and Net Position* and GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*, during the year ended September 30, 2014. Retroactive application of the standard was required for all prior periods presented.

GASB Statement No. 63 provides financial reporting guidance for deferred outflows or resources and deferred inflows of resources. GASB Statement No. 65 establishes accounting and reporting standards that reclassify, as deferred outflows of resources or deferred inflows of resources, certain items that were previously reports as assets and liabilities and recognizes, as outflows or resources or inflows of resources, certain items that were previously reported as assets and liabilities. The University had historically deferred certain debt financing costs related to its bond issues and was amortizing those costs over the term of the related bond issue. GASB Statement No. 65 requires that debt issuance costs, except any portion related to prepaid insurance costs, be recognized as an expense in the period incurred.

Compensated Absences

The University accrues annual leave for employees as incurred at rates based upon length of service and job classification.

Change in Accounting Principle

The University has adopted the provisions of GASB Statement Number 63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources and Net*

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

Position, and GASB Statement Number 65, *Items Previously Reported as Assets and Liabilities*. Statements 63 and 65 require that certain items previously reported as deferred inflows and outflows of resources now be reported as current period inflows and outflows. Retroactive application of the standards is required for all prior periods presented.

The University generally incurs issuance costs in connection with the issuance of its bond indebtedness. As prescribed by the prevailing accounting standards at the time of issue, these charges were deferred and amortized over the life of each bond issue. Statement 65 requires that, with the exception of bond insurance costs, these charges be treated in outflows of resources (period costs) in the year in which they are incurred.

The adoption of the provisions of statements 63 and 65 reduced the University's beginning net position at October 1, 2011 by \$1,774,000.

2. Income Taxes

The University is classified as both a governmental entity under the laws of the State of Alabama and as a tax-exempt entity under Section 501(a) of the Internal Revenue Code as an organization described in Section 501(c)(3). Consistent with that designation, no provision for income taxes has been made in the accompanying basic financial statements.

3. Cash

Pursuant to the Security for Alabama Funds Enhancement Act, funds on deposit may be placed in an institution designated as a qualified public depository (QPD) by the State of Alabama. QPD institutions pledge securities to a statewide collateral pool administered by the State Treasurer's office. Such financial institutions contribute to this collateral pool in amounts proportionate to the total amount of public fund deposits at their respective institutions. The securities are held at the Federal Reserve Bank and are designated for the State of Alabama. Additional collateral was not required for University funds on deposit with QPD institutions. At September 30, 2014, the net public deposits subject to collateral requirements for all institutions participating in the pool totaled approximately \$9,342,196,000.

4. Investments

The investments of the University are invested pursuant to the University of South Alabama "Nonendowment Cash Pool Investment Policy," the "Endowment Fund Investment Policy," and the "Derivatives Policy" (collectively referred to as the University Investment Policies) as adopted by the Board of Trustees. The purpose of the nonendowment cash pool investment policy is to provide guidelines by which pooled funds

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

not otherwise needed to meet daily operational cash flows can be invested to earn a maximum return, yet still maintain sufficient liquidity to meet fluctuations in the inflows and outflows of University operational funds. Further, endowment fund investment policies exist to provide earnings to fund specific projects of the endowment fund, while preserving principal. The University Investment Policies require that management apply the “prudent person” standard in the context of managing its investment portfolio.

Certain investments, primarily related to the University’s endowment assets, are pooled. The University uses this pool to manage its investments and distribute investment income to individual endowment funds.

Credit Risk and Concentration of Credit Risk

The University Investment Policies limit investment in corporate bonds to securities with a minimum “A” rating, at the time of purchase, by both Moody’s and Standard and Poor’s. Investments in corporate paper are limited to issuers with a minimum quality rating of P-1 by Moody’s, A-1 by Standard and Poor’s or F-1 by Fitch.

Additionally, the University Investment Policies require that not more than 10% of the cash, cash equivalents and investments of the University be invested in the obligations of a single private corporation and not more than 35% of the cash, cash equivalents and investments of the University be invested in the obligations of a single government agency.

Interest Rate Risk

The University’s Investment Policies do not specifically address the length to maturity on investments which the University must follow; however, they do require that the maturity range of investments be consistent with the liquidity requirements of the University.

5. Derivative Transactions - Swaption

In January 2008, the University entered into a synthetic advance refunding of the outstanding Series 2004 and 2006 bonds with a counterparty. This transaction was effected through the sale of two swaptions by the University to the counterparty. The transactions resulted in an up-front payment to the University totaling \$9,328,000 in exchange for selling the counterparty the option to enter into an interest rate swap with respect to the Series 2004 and 2006 bonds in 2014 and 2016, respectively.

Objective of the derivative transaction

The objective of this transaction is to realize debt service savings currently from future debt refunding and create an economic benefit to the University.

Terms

A summary of the transactions is as follow:

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

Issue	Date of Issue	Option Expiration Date	Effective Date of Swap	Termination Date	Payment Amount
Series 2004 bonds	2-Jan-08	16-Dec-13	15-Mar-14	15-Mar-24	\$ 1,988,000
Series 2006 bonds	2-Jan-08	1-Sep-16	1-Dec-16	1-Dec-36	7,340,000

As further discussed in note 8, in December 2013, the counterparty exercised its option with respect to the 2004 swaption. The University refunded its Series 2004 bonds, issued the Series 2014-A variable rate bond and terminated the Series 2004 swaption. As a result of this termination, the borrowing arising from the Series 2004 and the investment derivative were written off and an investment loss of \$2,229,000 was recognized and reported in the statements of revenues, expenses and changes in net position for the year ended September 30, 2014. A borrowing arising from the 2014 swap of \$9,138,000 was recognized and is reported, net of amortization, as long-term debt in the statement of net position.

As outlined in the 2008 agreement, if the counterpart exercise its option in 2016 related to the 2006 swaption, the University would, at the counterparty's option, be compelled to enter into an underlying swap. If the option is exercise, the University would begin to make payments on the notional amount, currently \$100,000,000 for the 2006 bonds of the underlying swap contract. Simultaneously, the University would call outstanding 2006 bonds and issue variable rate demand notes in their place. Under the swap contract, the University would pay a fixed rate of 5.0% on the 2006 bonds to the counterpart and would receive payments based on 68% of the one-month LIBOR index plus 0.25%. Alternatively, although it is not anticipated that this option would be to the University's advantage, the University could, at its option, cash settle the swap and retain its right to refund the 2006 bonds.

If the interest rate environment is such that the counterparty chooses to not exercise its option related to the 2006 swaption, the swaption would be cancelled and the University would have no further obligation under this agreement.

In December 2013, Wells Fargo exercised its option related to the Series 2004 swaption.

Financial statement presentation

A swaption is considered a hybrid instrument and as such the payment by the counterparty to the University must be bifurcated into two components, a borrowing component and an embedded derivative component, and each component treated separately. The embedded derivative value of the swaption represents the fair value resulting from the fact that the fixed rate stated in the swaption is greater than the at-the-market rate. The initial value of the borrowing is the difference between the upfront payment and the fair value of the embedded derivative and represents the time value to the counterparty for holding the option, or the probability weighted, discounted values of a range of future possible

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

outcomes. The value of the derivative and borrowings at the date of execution of this transaction are as follows:

	2004 Bonds	2006 Bonds
Embedded derivatives	\$ 918,000	3,343,000
Borrowings	1,070,000	3,997,000
	\$ 1,988,000	7,340,000

The values of the borrowings are included in long-term debt on the University's statements of net assets. Interest is being accreted, and added to the borrowings through the expiration date of the option.

The fair values of the embedded investment derivatives are reported as investment assets if the derivatives are assets or other noncurrent liabilities, depending of the fair values of the derivatives. The change in the fair market values of the derivatives is reported as a component of investment income in the statements of revenues, expenses and changes in net assets.

Risks associated with this transaction

Certain risks are inherent to derivative transactions.

Interest rate risk. Interest rate risk, as a result of rising short-term interest rates causing higher interest rate payments, is effectively hedged by the University's fixed rate bonds. If the counterparty exercises its options, the underlying swaps are expected to effectively hedge the potentially higher payments on VRDNs as well. The University is also subject to interest rate risk as a result of changes in long-term interest rates, which may cause the value of fixed rate bonds or interest rate derivatives to change. If long-term interest rates fall subsequent to the execution of this transaction, the value of the swaptions will change, with negative consequences for the University.

Market access risk. This transaction assumes that VRDNs will be issued as a replacement of the 2004 and 2006 bonds. If the University is unable to issue variable rate bonds after the counterparty exercises its right under the swaptions, the University would still be required to begin making periodic payments on the swaps, even though there are no related bonds. Alternatively, the University could choose to liquidate the swaps, which may create a substantial cash outlay.

Basis risk. If the counterparty exercises its option, there is a risk that the floating payments received under the swaps will not fully offset the variable rate payments due on the assumed VRDNs.

Credit risk. Although the underlying swap exposes the University to credit risk should the swap be executed, the swaption itself does not expose the University to credit risk. If the option is exercised on one or both issues, the University would begin to make payments on

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

the appropriate notional amount of the underlying swap contract. In that situation, if the fair value of the swap is positive, the University would be exposed to credit risk on the swap in the amount of its fair value. As of the current date, the swap counterparty was rated Aa3 by Moody's investors Services and AA by Standard and Poor's Rating Services.

Termination risk. The University may be required to terminate the swaptions or swaps under certain circumstances, such as credit downgrades or other events specified in the contracts. In the event that a position needs to be terminated, the University may owe a substantial amount of money to terminate the contracts. As of the current date, no events of termination have occurred.

6. Line of Credit

In March 2015, the University entered into a variable rate revolving line of credit with Compass Bank for the purpose of funding certain property acquisitions of the University's health system. There is no cost to the University for the maintenance of the line of credit. Interest is accrued on outstanding amounts at a rate calculated at the London Interbank Offered Rate (LIBOR) plus 1%. At March 31, 2015, approximately \$1,263,000 was outstanding on the line of credit and is reported as a note payable in the current liabilities section of the statement of net position.

7. Bonds Payable

Bonds payable consisted of the following at the end of the current period:

University Tuition Revenue Bonds, Series 1999 Capital Appreciation, 4.7% to 5.25%, payable November 2011 through November 2018.

University Tuition Revenue Refunding and Capital Improvement bonds, Series 2006, 5.00%, payable through June 2037.

University Facilities Revenue Capital Improvement Bonds, Series 2008, 3.00% to 5.00%, payable through August 2038.

University Facilities Revenue Capital Improvement Bond, Series 2010, 3.81%, payable through August 2030.

University Facilities Revenue Capital Improvement Bond, Series 2012-A, 2.92%, payable through August 2032.

University Facilities Revenue Capital Improvement Bond, Series 2012-B, 2.14%, payable through February 2018.

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

University Facilities Revenue Capital Improvement Bond, Series 2013-A, 2.83% payable through August 2033.

University Facilities Revenue Capital Improvement Bond, Series 2013-B, 2.83% payable through August 2033.

University Facilities Revenue Capital Improvement Bond, Series 2013-C, 2.78% payable through August 2025.

University Facilities Revenue Refunding Bond, Series 2014-A, variable rate payable at 68% of LIBOR plus 0.73%, payable through March 2024.

Borrowing arising from swaption, Series 2006 Bonds.

Borrowing arising from interest rate swap.

Substantially all student tuition and fee revenues secure University bonds. Additionally, security for Series 2008 bonds include Children's and Women's Hospital revenues in amounts not exceeding \$10,000,000. Series 1999 Current Interest Bonds began maturing November 2002, and Series 1999 Capital Appreciation Bonds began maturing November 2011. Series 1999 Bonds are not redeemable prior to maturity. Series 2004 Bonds began maturing in March 2005 and are redeemable beginning in March 2014. Series 2006 Bonds begin maturing in December 2024 and are redeemable beginning in December 2016. Series 2008 Bonds began maturing in August 2009 and are redeemable beginning September 2018. Series 2010 bonds began maturing in August 2011 and are redeemable beginning in February 2020. The 2012-A and 2012-B bonds began maturing in August 2013. The 2012-A Bond is redeemable beginning in August 2021. The 2012-B Bond is redeemable beginning in January 2015. The 2013-A, 2013-B and 2013-C Bonds began maturing in August 2014 and are redeemable beginning in June 2023. The 2014-A bonds begin maturing in March 2015 and are not redeemable

In January 2008, the University entered into a synthetic advance refunding of the outstanding Series 2004 and 2006 bonds. This transaction was effected through the sale of two swaptions by the University to a counterparty. The proceeds from each sale, totaling \$9,328,000, consist of two components, a time value and an intrinsic value. The intrinsic value of the payment is considered a borrowing and is included in long-term debt. As a result of this transaction, the counterparty has the option to compel the University to enter into swap arrangements with respect to its Series 2004 (occurred in March 2014) and 2006 bonds at their respective redemption dates. See note 5 for a complete description of this transaction.

The University defeased certain indebtedness during 1978 and 1984 by depositing funds in escrow trust accounts sufficient to provide for the subsequent payment of principal and interest on the defeased indebtedness. Neither the assets of the escrow trust accounts nor the defeased indebtedness is included in the accompanying statements of net assets.

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

The University is subject to restrictive covenants related to certain note and bonds payable. As of the end of the current period, management believes the University was in compliance with such financial covenants.

7. Net Patient Service Revenue

The Hospitals have agreements with governmental and other third-party payers that provide for reimbursement at amounts different from their established rates. Contractual adjustments under third-party reimbursement programs represent the difference between the Hospitals' billings at established rates for services and amounts reimbursed by third-party payers.

A summary of the basis of reimbursement with major-third party payers follows:

Medicare – Substantially all acute-care services rendered to Medicare program beneficiaries are paid at prospectively determined rates. These rates vary according to patient classification systems that are based on clinical, diagnostic, and other factors. Additionally, the Hospitals are reimbursed for both direct and indirect medical education costs (as defined), principally based on per-resident prospective payment amounts and certain adjustments to prospective rate-per-discharge operating reimbursement payments. The Hospitals generally are reimbursed for certain retroactively settled items at tentative rates, with final settlement determined after submission of annual cost reports by the Hospitals and audits by the Medicare fiscal intermediary. The cost report for the USA Medical Center has been audited and settled through 2008. The Medical Center cost report has, however, been reopened related to disproportionate share issues affecting all PPS acute care hospitals nation-wide. The cost report for USA Children's and Women's Hospital has been audited and settled through 2009. Revenue from the Medicare program accounted for approximately 14% and 13% of the Hospitals' net patient service revenue for the year ended June 30, 2012 and 2011, respectively.

Blue Cross – Inpatient services rendered to Blue Cross subscribers are paid at a prospectively determined per diem rate. Outpatient services are reimbursed under a cost reimbursement methodology. For outpatient services, the Hospitals are reimbursed at a tentative rate with final settlement determined after submission of annual cost reports by the Hospitals and audits thereof by Blue Cross. The Hospital's Blue Cross cost reports have been audited through 2010 and settled for all fiscal years through 2009. Revenue from the Blue Cross program accounted for approximately 17% and 18% of the Hospitals' net patient service revenue for the years ended June 30, 2012 and 2011, respectively.

Medicaid – Inpatient services rendered to Medicaid program beneficiaries are reimbursed at all-inclusive prospectively determined per diem rates. Outpatient services are reimbursed based on an established fee schedule.

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

The Hospitals qualify as Medicaid essential providers and, therefore, also receive supplemental payments based on formulas established by the Alabama Medicaid Agency. There can be no assurance that the Hospitals will continue to qualify for future participation in this program or that the program will not ultimately be discontinued or materially modified.

Revenue from the Medicaid program accounted for approximately 25% and 29% of the Hospital's net patient service revenue for the years ended June 30, 2012 and 2011.

Other – The Hospitals have also entered into payment agreements with certain commercial insurance carriers, health maintenance organizations, and preferred provider organizations. The bases for payments to the Hospitals under these agreements include discounts from established charges and prospectively determined daily and case rates.

8. Derivative Transaction – Interest Rate Swap

The University is a party to a derivative with Wells Fargo Bank, the counterpart. As more fully described in note 5, in December 2003, Wells Fargo exercised its option with respect to the synthetic advance refunding of the Series 2004 bonds to enter into an interest rate swap agreement with the University with an effective date of March 15, 2014. The resulting derivative is a “receive-variable, pay-fixed” interest rate swap. As part of the overall plan of the synthetic refunding of the 2004 bonds, the University redeemed those bonds in April 2014 with proceeds from the 2014-A bond.

Objectives of the transaction. As noted the interest rate swap was the result of the original January 2008 synthetic advance refunding of the Series 2004 bonds. The objective of that transaction was to realize debt service savings currently from the future debt refunding and create an economic benefit to the University.

The swap will terminate in March 2024, when the 2014-A bond matures. The notional amount of the swap will at all times match the outstanding principal amount of the bond. Under the swap, the University pays the counterparty a fixed semi-annual payment based on an annual rate of 4.9753% and receives on a monthly basis a variable payment of 68% of the one-month London Interbank Offered Rate (LIBOR) plus 0.25%. Conversely, the Series 2014-A bonds bears interest on a monthly basis at 68% of the one-month LIBOR rate plus 0.73%.

Fair value. The interest rate swap had a negative fair value of approximately \$(9,138,000) at its inception. This amount, net of amortization, is reported as a borrowing arising from the 2014 interest rate swap as long-term debt in the statement of net position.

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

The change in fair value during the current period is reported as a deferred outflow/inflow and a derivative asset/liability in the statement of net position since the interest rate swap is a hedging derivative instrument.

The fair value of the interest rate swap was estimated using the zero-coupon method. This method calculates the future net settlement payments required by the swap, assuming the current forward rates implied by the yield curve correctly anticipate future spot interest rates. These payments are then discounted using the spot rates implied by the current yield curve for hypothetical zero-coupon bonds due on the date of each future net settlement.

Interest rate risk. As the LIBOR rate decrease, the net payment on the swap increases. This, however, is mitigated by the fact that a decline in the LIBOR will also result in a decrease of the University's interest payment on the Series 2014-A bond. The University's exposure is limited to 0.48% of the notional amount, the difference in the payment from the counterparty and the interest payment on the 2014-A bond.

Credit Risk. As of the current date the University was not exposed to credit risk on the interest rate swap because it had a negative fair value. However, if interest rates change and the fair value of the derivative become positive, the University would have a gross exposure to credit risk in the amount of the derivative's fair value. As of the current date, the counterparty is rated Aa3 by Moody's Investor Services and AA- by Standard & Poor's Ratings Services.

Termination risk. The University may be required to terminate the swap based on certain standard default and termination events, such as failure to make payments, breach of agreement, and bankruptcy. As of the current date, no events of termination have occurred.

9. Employee Benefits

Retirement and Pension Plans

Employees of the University are covered by two pension plans: a cost sharing multiple-employer defined benefit pension plan administered by the Teachers' Retirement System of the State of Alabama (TRS), and a defined contribution pension plan.

Permanent employees of the University participate in TRS, a public retirement system created by an act of the State Legislature, with benefit provisions established by the Code of Alabama. Responsibility for general administration and operation of the TRS is vested in the Board of Control (currently 14 members). Benefits fully vest after 10 years of full-time, permanent employment. Vested employees may retire with full benefits at age 60 or after 25 years of service. Participating retirees may elect the maximum benefit, or may choose among four other monthly benefit options. Under the maximum benefit, participants are allowed 2.0125% of their average final salary (average of three highest years of annual compensation during the last ten years of service) for each year of service. The TRS issues a publicly available financial report that includes financial statements and

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

required supplementary information. That report may be obtained by writing to the Retirement Systems of Alabama, P.O. Box 302150, Montgomery, Alabama 36130-2150, or by calling (334) 832-4140.

All employees covered by this retirement plan must contribute 7.5% of their eligible earnings to TRS. An actuary employed by the TRS Board of Control establishes the employer-matching amount annually.

The defined contribution pension plan covers certain academic and administrative employees employed prior to October 1, 2009, and participation by eligible employees is optional. Under this plan, administered by Teachers Insurance and Annuity Association – College Retirement Equities Fund (TIAA-CREF), contributions by eligible employees are matched equally by the University up to a maximum of 3% of current annual pay.

Employees of the LLC may, at their option, participate in a defined contribution plan. Under this plan, eligible employees may make contributions to the plan which are matched, dollar-for-dollar, by the LLC up to 5% of compensation.

Compensated Absences

Regular University employees accumulate vacation and sick leave and hospital and clinical employees accumulate paid time off. These are subject to maximum limitations, at varying rates depending upon their employee classification and length of service. Upon termination of employment, employees are paid all unused accrued vacation and paid time off at their regular rate of pay up to a maximum of two times their annual accumulation rate. No accrual is recognized for sick leave benefits since no terminal cash benefit is available to employees for accumulated sick leave.

Other Postretirement Employee Benefits

In September 2003, the State of Alabama Legislature passed legislation that requires all colleges and universities to fund the healthcare premiums of its participating retirees. In prior years, such costs have been paid by the State. Beginning in October 2003, the University has been assessed a monthly premium by the Public Education Employees' Health Insurance Plan (PEEHIP) based on the number of retirees in the system and an actuarially determined premium.

10. Risk Management

The University, USAHSF and the LLC participate in the professional liability trust fund and the University and the LLC participates in the general liability trust fund. Both funds are administered by an independent trustee. These trust funds are revocable and use contributions by the University, USAHSF and the LLC, together with earnings thereon, to pay liabilities arising from the performance of its employees, trustees and other individuals acting on behalf of the University. If the trust funds are ever terminated, appropriate

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

provision for payment of related claims will be made and any remaining balance will be distributed to the University, USAHSF and the LLC in proportion to contributions made.

Claims and expenses are reported when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated. Those losses include an estimate of claims that have been incurred but not reported and the future costs of handling claims. These liabilities are generally based on actuarial valuations and are reported at their present value.

The University and HCM participate in a self-insured health plan, administered by an unaffiliated entity. Contributions by the University and the LLC and their employees, together with earnings thereon, are used to pay liabilities arising from healthcare claims. It is the opinion of University administration that plan assets are sufficient to meet future plan obligations.

11. Other Related Party

The South Alabama Medical Science Foundation (SAMSF) is a not-for-profit corporation that exists for the purpose of promoting education and research at the University. SAMSF reimburses the University for certain administrative expenses and other related support services.

12. Commitments and Contingencies

Grants and Contracts

The University had been awarded certain amounts in grants and contracts for which resources had not been received and for which reimbursable expenditures had not been made for the purposes specified. These awards, which represent commitments of sponsors to provide funds for research or training projects, have not been reflected in the accompanying basic financial statements as the eligibility requirements of the award have not been met. Advances include amounts received from grant and contract sponsors which have not been earned under the terms of the agreements and, therefore, have not yet been included in revenues in the accompanying basic financial statements. Federal awards are subject to audit by Federal agencies. The University's management believes any adjustment from such audits will not be material.

Letter of Credit

In connection with the Hospitals' participation in the State of Alabama Medicaid Program, the University has established a \$77,000 irrevocable standby letter of credit with Wells Fargo Bank. The Alabama Medicaid Agency is the beneficiary of this letter of credit. No funds are currently advanced under this letter.

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

Litigation

Various claims have been filed against the University alleging discriminatory employment practices and other matters. University administration and legal counsel are of the opinion the resolution of these matters will not have a material effect on the financial position or the statement of revenues, expenses, and changes in net assets of the University.

Rent Supplement Agreement

The University has entered into two irrevocable rent supplement agreements with the Corporation and a financial institution. These agreements require that, in the event the Corporation fails to maintain a debt service coverage ratio of one to one with respect to all of its outstanding indebtedness, the University will pay to the Corporation any and all rent amounts necessary to cause the Corporation's net operating income to be equal to the Corporation's annual debt service obligations. As of the end of the current period, no amounts were payable pursuant to these agreements.

State Bond Issue

The State of Alabama has made allocations to the University from bonds issued in prior years. Pursuant to the allocations, funds are available to the University for certain future construction costs. The allocations have been reflected as revenue in the accompanying financial statements to the extent they have been incurred and approved by the State.

13. Significant New Accounting Pronouncements

In June 2012, the GASB issued Statement No. 68, *Accounting and Financial Reporting for Pensions*. GASB Statement No. 68 changes accounting and financial reporting for entities participating in certain pension plans and will be effective for the year ending September 30, 2015. Statement No. 68 will require the University to record its share, as determined by an independent actuary, of the net unfunded pension liability, and its share of the changes in the net pension liability, for all cost-sharing defined benefit plans in which it participates. In November 2013, the GASB issued Statement No. 71, *Pension Transition for contributions Made Subsequent to the Measurement Date*. GASB Statement No. 71 was issued as an amendment of GASB Statement No. 68 with an objective of addressing an issue regarding application of the transition provisions of Statement No. 68 relating to amounts associated with contributions, if any, made by a state or local government employer or non-employer contributing entity to a defined benefit pension plan after the measurement date of the government's beginning net pension liability. Statement 71 will be effective for the year ending September 30, 2015. These financial statements do not reflect the implementation of Statements No. 68 and 71. In February 2015, the GASB issued Statement No. 72, *Fair Value Measurement and Application*. GASB Statement No. 72 was issued to provide guidance for determining a fair value measurement for assets and liabilities for financial reporting purposes and will be effective for the year ending September 30, 2016.

In January 2013, the GASB issued Statement No. 69, *Government Combinations and Disposals of Government Operations*. GASB Statement No. 69 establishes accounting and

University of South Alabama
Notes to Financial Statements
March 31, 2015 and 2014

financial reporting standards related to government combinations and disposal of government operations and will be effective for the year ending September 30, 2015.

While the impact of the implementation of GASB Statement No. 68 has not yet been determined, it is expected that such implementation will have a material effect on the net position of the University. The effect of the implementation of GASB Statements Nos. 69, 71 and 72 on the University's financial statements has not been determined.

14. Subsequent Event

In April 2015, the Board of Directors of the USA Research and Technology Corporation (previously defined as the Corporation) voted to authorize and direct the officers of the Corporation to take the necessary action to effect the transfer of any and all net assets of the Corporation to the University. Also in April 2015, The Board of Trustees of the University authorized the President of the University to accept any and all such assets and liabilities of the Corporation. It is anticipated that this transaction will be finalized by September 30, 2015.

RESOLUTION

UNIVERSITY OF SOUTH ALABAMA BANKING RESOLUTION

THEREFORE, BE IT RESOLVED that the President and either the Vice President for Finance and Administration or the Treasurer of the University are authorized to:

1. Open and close bank, brokerage, custody, safekeeping, treasury management or other accounts in the name of the University,
2. Sell, transfer, and endorse for sale or transfer any and all securities on behalf of the University,
3. Buy securities for the account of the University,
4. Order the transfer or delivery of securities on the University to any other person,
5. Open and close Letters of Credit, Lines of Credit or extensions of credit on behalf of the University,
6. Pledge collateral, securities, or other property in the name of the University and to make withdrawals, substitutions, and exchanges in connection therewith,
7. Exercise any other rights related to securities, including signing for all releases, powers of attorney, and/or other documents in connection with securities of the University,
8. Designate individuals authorized to sign checks, drafts, notes, acceptances, and other orders for the payment of money or the withdrawal of funds for the account of the University,
9. Designate individuals authorized to endorse, negotiate, receive, or authorize the payment of the proceeds of any instruments or orders for the payment of money to the University,
10. Designate individuals authorized to make telephone transfer of funds of the University and the manner in which such funds can be transferred, and
11. Issue any other instructions for the conduct of any accounts in the name of the University,

and

BE IT FURTHER RESOLVED that this resolution supersedes any resolution dated prior to the date of this resolution and relating to the University's banking activities, and

BE IT FURTHER RESOLVED, as the individuals holding the positions of President, Vice President for Finance and Administration, and University Treasurer change from time to time, the

Secretary of the University of South Alabama Board of Trustees is authorized to certify, under the corporate seal of the corporation, the names and signatures of the individuals succeeding to those positions, and

BE IT FINALLY RESOLVED that the Secretary of the University of South Alabama Board of Trustees is authorized to certify, under the corporate seal of the corporation, a copy of this resolution and the names and specimen signatures of the persons authorized to act on behalf of the University.

Tony G. Waldrop, Ph.D.
President

John W. Smith, Ed.D.
Interim Vice President for Finance and Administration
(effective June 1, 2015)

Robert K. Davis
University Treasurer

The undersigned Secretary of the Board of Trustees of the University of South Alabama hereby certifies that the above is a true and correct copy of a resolution of the Board of Trustees duly adopted on the _____ day of _____, 2015.

James H. Shumock
Secretary, University of South Alabama
Board of Trustees

STATE OF ALABAMA
COUNTY OF MOBILE

Subscribed and sworn to before me this _____ day of _____, 2015.

My Commission Expires _____, _____



MEMORANDUM

UNIVERSITY OF SOUTH ALABAMA

May 14, 2015

REC'D
Office of the President

MAY 15 2015

University of South Alabama

TO: Tony G. Waldrop, Ph.D.
President

FROM: Jean Walker Tucker
Senior University Attorney

A handwritten signature in blue ink, appearing to read 'JWT', located next to the 'FROM' field.

A handwritten signature in black ink, appearing to read 'TGW', enclosed in a hand-drawn oval, located to the right of the 'FROM' field.

SUBJECT: Banking Resolution

The University of South Alabama Board of Trustees vested authority in three officers of the University regarding transactions listed in the attached Resolution. Because of changes in office holders and position names, this Resolution is submitted for your approval and recommendation to the Board of Trustees vesting the authority outlined therein in the President, the Vice President for Finance and Administration, and the University Treasurer as those offices are currently occupied.

JWT/tb

Attachment

RESOLUTION

**EXTENSION OF CREDIT WITH RESPECT TO THE UNIVERSITY'S
PURCHASING CARD PROGRAM**

WHEREAS, the University of South Alabama desires to establish a purchasing card program for the purpose of providing a more efficient method of obtaining certain goods and services, and

WHEREAS, the University has performed extensive due diligence to identify the most appropriate provider of purchasing card services, and

WHEREAS, PNC Bank, N.A. has been identified as a leader in the providing of purchasing card services for institutions of higher education, and

WHEREAS, the University has, after that period of due diligence, selected PNC as its preferred vendor for such purchasing card services,

THEREFORE, BE IT RESOLVED, the University of South Alabama Board of Trustees, authorizes either the President, Vice president for Finance and Administration, University Treasurer or the Executive Vice President of the University (collectively, "an authorized representative of the University") to obtain financial services and products of any kind from PNC Bank, NA or from any other direct or indirect subsidiary of The PNC Financial Services Group, Inc., (collectively, "PNC") including but not limited to loans and other products involving the extension of credit and to execute, accept, authorize agreement to and/or deliver to or in favor of PNC such agreements, documents and instruments, required or requested by PNC in connection with the program, and

BE IT FURTHER RESOLVED, to the extent allowed by law and deemed by the authorized representative to be in the best interest of the University, an authorized representative of the University shall execute and deliver to or in favor of PNC any amendments, modifications, renewals or supplements of or any of the foregoing agreements, documents or instruments, and take any other action required or deemed advisable by PNC in order to effectuate the foregoing resolution, all such other actions being hereby approved, ratified and confirmed.

UNIVERSITY OF SOUTH ALABAMA



OFFICE OF EXECUTIVE VICE PRESIDENT

TELEPHONE: (251) 460-6171
307 UNIVERSITY BLVD., N • AD 130
MOBILE, ALABAMA 36688-0002

REC'D
Office of the President

MAY 23 2015

University of South Alabama

Date: May 21, 2015

To: Tony G. Waldrop, President

From: John W. Smith, Executive Vice President

Subject: EXTENSION OF CREDIT WITH RESPECT TO THE UNIVERSITY'S PURCHASING CARD PROGRAM

The University is in the process of establishing a purchase card program to provide a more efficient means of procuring goods and services. To help with controls and accounting, the University has created a Purchase Card department to establish and maintain appropriate controls over the process and to assist in the administration of the program. Through proper research and due diligence we have identified and chosen PNC Bank as the provider for our purchase cards. As part of the purchase card agreement, PNC requires that a resolution be approved by the Board of Trustees requesting an extension of credit. Attached is a resolution for consideration by the Budget and Finance Committee concerning the extension of credit related to the University's purchase cards.

With your approval, this item will be presented to the Board of Trustees at its meeting on June 5, 2015. Further, I recommend the adoption of the resolution by the Board of Trustees.

Attachment

RESOLUTION

PURCHASE OF PROPERTY

WHEREAS, due to the upcoming expiration of the USA Mitchell Cancer Institute's ("MCI") current lease in Fairhope for its Baldwin County operations, the University of South Alabama ("USA") has been evaluating the purchase of property in that area, and

WHEREAS, a certain parcel of real estate located on the north side of Fairhope Avenue containing approximately one and 75/100ths (1.75) acres of land (the "Property") has been offered for sale and is potentially appropriate for construction of a building which USA could use for its purposes, including but not limited to a location for MCI physician offices, and

WHEREAS, the owners of the Property, A&A Corte Family Limited Partnership and A&D Corte Family Limited Partnership (collectively, "Seller"), are willing to sell the Property to USA and have entered into an option agreement dated May 7, 2015 which provides for a purchase price of fifteen and no/100 dollars (\$15) per square foot, contingent upon the purchase price meeting appraisal ("Option Agreement"),

THEREFORE, BE IT RESOLVED, the Board of Trustees hereby ratifies the Option Agreement and authorizes the Vice President for Finance and Administration to exercise the Option Agreement and, after conducting due diligence measures pursuant to the Option Agreement to confirm the suitability of the Property for the purposes of the MCI and issuance of an appraisal which confirms that the purchase price represents fair market value, proceed with the purchase of the Property at a purchase price of fifteen and no/10 dollars (\$15) per square foot plus any due diligence expenses and closing costs.



REC'D
Office of the President

MAY 21 2015

UNIVERSITY OF SOUTH ALABAMA
Vice President for Finance and Administration
AD 170

University of South Alabama

MEMORANDUM

DATE: May 21, 2015
TO: President Tony G. Waldrop
FROM: Stephen H. Simmons
SUBJECT: Board of Trustees Resolution

A handwritten signature in black ink, appearing to be 'TGW', located to the right of the 'TO:' field.

A handwritten signature in blue ink, appearing to be 'Stephen H. Simmons', located to the right of the 'FROM:' field.

The lease for the current space used by the USA Mitchell Cancer Institute (USAMCI) for its physician offices/clinics in Fairhope, Alabama, is due to expire in November 2016. This is a growing practice with no room to expand and renovate in the currently leased location. In my opinion, it is in the best interest of the University of South Alabama to purchase property on which to construct a building for University use. Such use would include space for physician offices of the USAMCI. The land in question is in an advantageous location and allows USA room for expansion as necessary. For the foregoing reasons, I would request that you recommend the attached resolution for approval by the University of South Alabama Board of Trustees at its June 5, 2015, meeting.

SHS/cbm

Attachment



REC'D
Office of the President


JUN 01 2015


CAMPUS MEMORANDUM

UNIVERSITY OF SOUTH ALABAMA

University of South Alabama

Date: May 29, 2015

To: President Tony G. Waldrop 

From: John W. Smith 

Subject: **2015 Bond Issue - \$6,000,000 University Facilities Revenue Capital Improvement Bond**

Attached is a resolution with attachment for consideration by the Budget and Finance Committee concerning the University's Series 2015 Bond. On May 20, 2015, we opened bids for a bond issue (Series 2015) to finance the design, acquisition, construction and furnishings of various capital improvements and equipment for a modular radiation oncology building, a clinical office location in Baldwin County, Alabama and various public capital improvements to the USA Mitchell Cancer Institute and the main campus of the University. The most competitive proposal was from Regions Capital Advantage, Inc. which proposed a fixed interest rate of 2.47% over 15 years.

With your approval, this item will be presented to the Board of Trustees at its meeting on June 5, 2015. Further, I recommend the adoption of the resolution by the Board of Trustees.

Attachment

**A RESOLUTION AUTHORIZING THE ISSUANCE OF THE
\$6,000,000 UNIVERSITY FACILITIES REVENUE CAPITAL IMPROVEMENT BOND
SERIES 2015**

BE IT RESOLVED by the Board of Trustees (herein called the "Board") of the **UNIVERSITY OF SOUTH ALABAMA** (herein called the "University") as follows:

Section 1. (a) Findings. The Board has determined and hereby finds and declares that the following facts are true and correct:

(1) It is necessary, advisable, in the interest of the University and the public that the University design, acquire, construct, install, furnish and equip various capital improvements and equipment including, without limitation, a modular radiation oncology building, equipment, and furnishings; land, building, equipment and furnishings for a clinical office location in Baldwin County, Alabama; and various public capital improvements to the USA Mitchell Cancer Institute, all within the health care enterprise of the University, and various other public capital improvements on the campus of the University (the "2015 Improvements").

(2) The University has undertaken a competitive bidding process for a loan to pay the costs of the 2015 Improvements, and in connection therewith received bids on May 20, 2015, from various financial institutions including Regions Capital Advantage, Inc. (Regions Bank), Whitney Bank (d.b.a., Hancock Bank), SunTrust Bank, Trustmark National Bank, and BBVA Compass Bank.

(3) The Vice President for Finance and Administration of the University has reported that the bid submitted by Regions Capital Advantage, Inc. (herein called "RCA") is the winning bid for the proposed loan.

(4) It is necessary, advisable, in the best interest of the University to accept the bid of RCA and sell and deliver to RCA the University's \$6,000,000 University Facilities Revenue Capital Improvement Bond, Series 2015, dated June 15, 2015 (herein called the "Series 2015 Bond"), which such Series 2015 Bond shall evidence the loan hereinabove described, to pay the costs of the 2015 Improvements and a portion of the costs of issuing the Series 2015 Bond.

(b) Series 2015 Bond to be Issued as an Additional Parity Bond Under the Indenture; Special Findings Under Section 8.2(b) of the Indenture. The Series 2015 Bond shall be issued as an additional parity bond under Article VIII of the Indenture hereinafter referred to. In accordance with the provisions of Section 8.2(b) of the Indenture, the Board hereby finds and declares as follows:

(1) the University is not now in default under the Indenture, and no such default is imminent;

- (2) the Series 2015 Bond shall be designated Series 2015;
- (3) RCA is the person or entity to whom the Series 2015 Bond is to be delivered;
- (4) the Series 2015 Bond is to be issued by sale in accordance with Section 6 hereof;
- (5) the sale price of the Series 2015 Bond shall be the initial face or par amount thereof (\$6,000,000);

(6) (a) the only bonds that have previously been issued by the University under the Indenture are its (i) \$31,680,000 original principal amount University Tuition Revenue Refunding and Capital Improvement Bonds, Series 1996, dated February 15, 1996 (herein called the "Series 1996 Bonds"), which were issued under and pursuant to the Trust Indenture dated as of February 15, 1996 further described in Section 2 hereof, (ii) \$7,055,000 original principal amount University Tuition Revenue Refunding Bonds, Series 1996B, dated October 15, 1996 (herein called the "Series 1996B Bonds"), which were issued under and pursuant to the First Supplemental Trust Indenture dated as of October 15, 1996, (iii) \$40,130,000.70 original principal amount University Tuition Revenue Bonds, Series 1999, dated March 1, 1999 (herein called the "Series 1999 Bonds"), which were issued under and pursuant to the Second Supplemental Trust Indenture dated as of October 15, 1999, (iv) \$51,080,000 original principal amount Tuition Revenue Refunding and Capital Improvement Bonds, Series 2004, dated March 15, 2004 (herein called the "Series 2004 Bonds"), which were issued under and pursuant to the Fourth Supplemental Trust Indenture dated March 15, 2004, (v) \$100,000,000 original principal amount University Tuition Revenue Refunding and Capital Improvement Bonds, Series 2006, dated December 1, 2006 (herein called the "Series 2006 Bonds"), which were issued under and pursuant to the Fifth Supplemental Trust Indenture dated as of December 1, 2006, (vi) \$112,885,000 original principal amount University Facilities Revenue Capital Improvement Bonds, Series 2008, dated September 1, 2008 (herein called the "Series 2008 Bonds"), which were issued under and pursuant to the Sixth Supplemental University Facilities Revenue Trust Indenture dated as of September 1, 2008, (vii) \$29,750,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2010, dated June 16, 2010 (herein called the "Series 2010 Bond"), which was issued under and pursuant to the Seventh Supplemental University Facilities Revenue Trust Indenture dated as of June 16, 2010, (viii) \$25,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2012-A, dated January 4, 2012 (herein called the "Series 2012-A Bond"), which was issued under an Eighth Supplemental University Facilities Revenue Trust Indenture dated as of January 4, 2012 (herein called the "Eighth Supplemental Indenture"), (ix) \$7,740,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2012-B, dated January 4, 2012 (herein called the "Series 2012-B Bond"), which was issued under and pursuant to the Eighth

Supplemental Indenture, (x) \$32,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2013-A, dated June 28, 2013 (herein called the "Series 2013-A Bond"), which was issued under and pursuant to the Ninth Supplemental University Facilities Revenue Trust Indenture dated June 28, 2013 (herein called the "Ninth Supplemental Indenture"), (xi) \$8,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2013-B, dated June 28, 2013 (herein called the "Series 2013-B Bond"), which was issued under and pursuant to the Ninth Supplemental Indenture, (xii) \$10,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2013-C, dated June 28, 2013 (herein called the "Series 2013-C Bond"), which was issued under and pursuant to the Ninth Supplemental Indenture, and (xiii) \$41,245,000 original principal amount University Facilities Revenue Refunding Bond, Series 2014-A, dated March 14, 2014 (herein called the "Series 2014-A Bond" and, together with the Series 1999 Bonds, the Series 2006 Bonds, the Series 2008 Bonds, the Series 2010 Bond, the Series 2012-A Bond, the Series 2012-B Bond, the Series 2013-A Bond, the Series 2013-B Bond, and the Series 2013-C Bond, the "Outstanding Bonds"), which was issued under and pursuant to the Tenth Supplemental University Facilities Revenue Trust Indenture dated as of March 14, 2014 (herein called the "Tenth Supplemental Indenture"); and (b) in Article VIII of the Indenture, the University has reserved the right to issue additional bonds, secured by a pledge of the Pledged Revenues on a parity with the Outstanding Bonds and with such additional bonds as shall have thereafter been issued thereunder, upon compliance with the applicable provisions of said Article VIII;

(7) The Outstanding Bonds are the only bonds heretofore issued under the Indenture that are at this time outstanding under the Indenture; and

(8) the Series 2015 Bond will be issued for the purposes described in Section 8 hereof.

The Trustee is hereby requested to authenticate and deliver the Series 2015 Bond to RCA.

Section 2. Authorization of the Series 2015 Bond. For the purposes specified in Section 1 of this resolution, the University does hereby sell its University Facilities Revenue Capital Improvement Bond, Series 2015, dated June 15, 2015, in a principal amount of \$6,000,000, to RCA, under the terms, conditions and provisions set out in an Eleventh Supplemental University Facilities Revenue Trust Indenture dated June 15, 2015, between the University and The Bank of New York Mellon Trust Company, N.A., as trustee (herein called the "Trustee"), which is supplemental to the University Facilities Revenue Trust Indenture between the University and the Trustee dated as of February 15, 1996 (the said Trust Indenture, as heretofore supplemented and amended and as further supplemented and amended by the said Eleventh Supplemental University Facilities Revenue Trust Indenture, herein called the Indenture"). All the provisions of the Indenture respecting the Series 2015 Bond are hereby adopted as a part of this resolution as fully as if set out at length herein.

Section 3. Source of Payment of the Series 2015 Bond. The principal of and the interest on the Series 2015 Bond shall be payable solely from the Pledged Revenues as defined in the Indenture. Nothing contained in this resolution, in the Series 2015 Bond or in the Indenture shall be deemed to impose any obligation on the University to pay the principal of or the interest on the Series 2015 Bond except from and to the extent of the Pledged Revenues. The Series 2015 Bond shall not represent or constitute an obligation of any nature whatsoever of the State of Alabama (the "State") and shall not be payable out of moneys appropriated to the University by the State. The agreements, covenants and representations contained in this resolution, in the Series 2015 Bond and in the Indenture do not and shall never constitute or give rise to any personal or pecuniary liability or charge against the general credit of the University, and in the event of a breach of any such agreement, covenant or representation, no personal or pecuniary liability or charge payable directly or indirectly from the general revenues of the University shall arise therefrom. Neither the Series 2015 Bond nor the pledge or any agreement contained in the Indenture or in this resolution shall be or constitute an obligation of any nature whatsoever of the State, and neither the Series 2015 Bond nor any obligation arising from the aforesaid pledge or agreements shall be payable out of any moneys appropriated to the University by the State. Nothing contained in this section shall, however, relieve the University from the observance and performance of the several covenants and agreements on its part herein contained and contained in the Indenture.

Section 4. Series 2015 Bond Payable at Par. All remittances of principal of and interest on the Series 2015 Bond to the holder thereof shall be made at par without any deduction for exchange or other cost, fees or expenses. The bank at which the Series 2015 Bond shall at any time be payable shall be considered by acceptance of its duties under the Indenture to have agreed that it will make or cause to be made remittances of principal of and interest on the Series 2015 Bond, out of the moneys provided for that purpose, in bankable funds at par without any deduction for exchange or other cost, fees or expenses. The University will pay to such bank all reasonable charges made and expenses incurred by it in making such remittances in bankable funds at par.

Section 5. Authorization of Eleventh Supplemental University Facilities Revenue Trust Indenture. The Board does hereby authorize and direct the President of the University to execute and deliver, for and in the name and behalf of the University, to The Bank of New York Mellon Trust Company, N.A., as Trustee under the aforesaid Indenture, an Eleventh Supplemental University Facilities Revenue Trust Indenture dated June 15, 2015, in substantially the form presented to the meeting at which this resolution is adopted and attached as Exhibit I to the minutes of said meeting (which form is hereby adopted in all respects as if set out in full in this resolution), and does hereby authorize and direct the Secretary of the Board to affix to the Eleventh Supplemental University Facilities Revenue Trust Indenture the corporate seal of the University and to attest the same.

Section 6. Sale of the Series 2015 Bond. The University does hereby sell to RCA the Series 2015 Bond at and for a price equal to the face amount of such bond (\$6,000,000). The Series 2015 Bond shall bear such date, shall mature in annual installments at such times and in such manner, shall bear such rate of interest, shall be payable at such place, shall be in such denomination, and shall be in such form and contain such provisions as are set

out in the Eleventh Supplemental University Facilities Revenue Trust Indenture authorized in Section 5 above.

Section 7. Execution and Delivery of the Series 2015 Bond. The Board does hereby authorize the President of the University to execute the Series 2015 Bond, in the name and on behalf of the University, by manually signing the said bond, and does hereby authorize the Secretary of the Board to cause the corporate seal of the University to be imprinted or impressed on the Series 2015 Bond and to attest the same by signing the Series 2015 Bond, and the President of the University is hereby authorized to deliver the Series 2015 Bond, subsequent to its execution as provided herein and in the Indenture, to the Trustee under the Indenture, and to direct the Trustee to authenticate the Series 2015 Bond and to deliver it to RCA (as purchaser thereof).

Section 8. Application of Proceeds. The proceeds derived from the sale of the Series 2015 Bond after payment of the costs of issuing the same shall be deposited by the University into a special fund or account established by the University (the "2015 Improvements Account") and used to pay the costs of the 2015 Improvements.

Section 9. Resolution Constitutes Contract; Severability. The provisions of this resolution shall constitute a contract between the University and the holder of the Series 2015 Bond. The various provisions of this resolution are hereby declared to be severable. In the event any provision hereof shall be held invalid by a court of competent jurisdiction, such invalidity shall not affect any other portion of this resolution.

Section 10. General Authorization. The President of the University, the Vice President for Finance and Administration of the University, and the Secretary of the Board are hereby authorized to execute such further agreements, certifications, instruments or other documents, and to take such other actions as any of them may deem appropriate or necessary, for the consummation of the transactions covered by this resolution, to the end that the Series 2015 Bond may be executed and delivered, and the 2015 Improvements designed, acquired, constructed, installed, furnished and equipped, as promptly as practicable.

EXHIBIT I

**FORM OF ELEVENTH SUPPLEMENTAL
UNIVERSITY FACILITIES REVENUE TRUST INDENTURE**

**ELEVENTH SUPPLEMENTAL UNIVERSITY FACILITIES
REVENUE TRUST INDENTURE**

between

UNIVERSITY OF SOUTH ALABAMA

and

THE BANK OF NEW YORK MELLON TRUST COMPANY, N.A.

Dated June 15, 2015

ELEVENTH SUPPLEMENTAL UNIVERSITY FACILITIES REVENUE TRUST INDENTURE between the **UNIVERSITY OF SOUTH ALABAMA**, a public body corporate under the laws of the State of Alabama (herein called the "University"), and **THE BANK OF NEW YORK MELLON TRUST COMPANY, N.A.** (as successor Trustee to AmSouth Bank of Alabama and being herein called the "Trustee"), a national banking association in its capacity as Trustee under the Trust Indenture of the University dated as of February 15, 1996, as heretofore supplemented and amended (herein called the "Indenture")

RECITALS

The University makes the following findings as a basis for the undertakings herein contained:

(a) Pursuant to the provisions of the Indenture, the University has issued and sold its (i) \$31,680,000 original principal amount of University Tuition Revenue Refunding and Capital Improvement Bonds, Series 1996, dated February 15, 1996, which are no longer outstanding, (ii) \$7,055,000 original principal amount University Tuition Revenue Refunding Bonds, Series 1996B, dated October 15, 1996, which are no longer outstanding, (iii) \$40,130,000.70 original principal amount University Tuition Revenue Bonds, Series 1999, dated March 1, 1999 (the "Series 1999 Bonds"), (iv) \$51,080,000 original principal amount Tuition Revenue Refunding and Capital Improvement Bonds, Series 2004, dated March 15, 2004, which are no longer outstanding, (v) \$100,000,000 original principal amount University Tuition Refunding and Capital Improvement Bonds, Series 2006, dated December 1, 2006 (the "Series 2006 Bonds"), (vi) \$112,885,000 original principal amount University Facilities Revenue Capital Improvement Bonds, Series 2008, dated September 1, 2008 (the "Series 2008 Bonds"), (vii) \$29,750,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2010, dated June 16, 2010 (the "Series 2010 Bond"), (viii) \$25,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2012-A, dated January 4, 2012 (the "Series 2012-A Bond"), (ix) \$7,740,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2012-B, dated January 4, 2012 (the "Series 2012-B Bond"), (x) \$32,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2013-A, dated June 28, 2013 (the "Series 2013-A Bond"), (xi) \$8,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2013-B, dated June 28, 2013 (the "Series 2013-B Bond"), (xii) \$10,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2013-C, dated June 28, 2013 (the "Series 2013-C Bond"), and (xiii) \$41,245,000 original principal amount University Facilities Revenue Refunding Bond, Series 2014-A, dated March 14, 2014 (the "Series 2014-A Bond").

(b) In Article VIII of the Indenture, the University has reserved the right to issue Additional Bonds, secured by a pledge of the Pledged Revenues on a parity with all Additional Bonds outstanding under the Indenture, including the Series 1999 Bonds, the Series 2006 Bonds, the Series 2008 Bonds, the Series 2010

Bond, the Series 2012-A Bond, the Series 2012-B Bond, the Series 2013-A Bond, the Series 2013-B Bond, the Series 2013-C Bond, and the Series 2014-A Bond (collectively, the "Outstanding Bonds"), and with such Additional Bonds as shall hereafter be issued upon compliance with the applicable provisions of said Article VIII.

(c) The University has determined it is necessary, wise and in the best interest of the University to design, construct, acquire, install, and furnish various capital improvements for the University, including the costs of a modular radiation oncology building, equipment, and furnishings; land, building, equipment and furnishings for a clinical office location in Baldwin County, Alabama; and of capital improvements to the USA Mitchell Cancer Institute, all within the health care enterprise of the University (the "2015 Improvements").

(d) The University has determined to obtain funds from Regions Capital Advantage, Inc. (the "Purchaser") in the amount of \$6,000,000 to pay the costs of the 2015 Improvements, and as evidence of such loan to issue an Additional Bond in the principal amount of \$6,000,000 to the Purchaser.

(e) This Eleventh Supplemental University Facilities Revenue Trust Indenture is being executed to provide for the issuance of the Series 2015 Bond as an Additional Bond under the Indenture.

Additional Definitions

The following definitions are in addition to those contained in the Indenture:

"Determination of Taxability" shall mean a determination that interest on the Series 2015 Bond is includable for federal income tax purposes in the gross income (as defined in Section 61 of the Internal Revenue Code of 1986, as amended, or any successor provision thereto) of the registered owner or any former registered owner of the Series 2015 Bond upon the first to occur of the following, but if and only if such occurrence is the result of an action or failure to act on the part of the University:

(a) the date on which the University is advised in writing by the Commissioner or any District Director of the Internal Revenue Service that, based upon any filings of the University, or upon any review or audit of the University, the interest on the Series 2015 Bond is includable in the gross income of each registered owner or former registered owner thereof;

(b) the date on which the University receives notice from the registered owner or any former registered owner of the Series 2015 Bond in writing that the registered owner or former registered owner of the Series 2015 Bond has received from the Internal Revenue Service a statutory notice of deficiency or similar notice which asserts in effect that the interest on Series 2015 Bond is includable in the gross income of the registered owner or former registered owner of the Series 2015 Bond;

(c) the date on which the University is advised in writing by the Commissioner or any District Director of the Internal Revenue Service or otherwise

receives notice that there has been issued a public or private ruling of the Internal Revenue Service or a technical advice memorandum issued by the national office of the Internal Revenue Service that the interest on the Series 2015 Bond is includable for federal income tax purposes in the gross income of the registered owner or former registered owner of the Series 2015 Bond; or

(d) the date on which the University is advised in writing that a final determination, from which no further right of appeal exists, has been made by a court of competent jurisdiction in the United States of America that the interest on the Series 2015 Bond is includable in the gross income of the registered owner or former registered owner of the Series 2015 Bond;

provided, however, (i) interest on the Series 2015 Bond shall not be deemed includable for federal income tax purposes in the gross income of a registered owner or former registered owner of the Series 2015 Bond because interest is includable in the calculation of income for purposes of an alternative minimum tax or any other type of taxation other than regular federal tax imposed on income, and (ii) no Determination of Taxability shall occur under subparagraph (a), (b) or (c) of this definition unless the University has been afforded the opportunity, at the expense of the University, to contest any such conclusion and/or assessment. The University shall be deemed to have been afforded the opportunity to contest if it shall have been permitted to commence and maintain any action in the name of the registered owner or any former registered owner of the Series 2015 Bond to judgment and through any appeals therefrom or other proceedings related thereto.

"Interest Payment Date" means each February 1 and August 1, commencing August 1, 2015.

"Purchaser" means Regions Capital Advantage, Inc., the purchaser of the Series 2015 Bond.

"Series 2015 Bond" means the \$6,000,000 University Facilities Revenue Capital Improvement Bond, Series 2015, dated June 15, 2015, and authorized to be issued to the Purchaser hereunder.

"2015 Improvements" shall have the meaning given to such term in paragraph (c) of the recitals hereof.

NOW, THEREFORE, THIS ELEVENTH SUPPLEMENTAL UNIVERSITY FACILITIES REVENUE TRUST INDENTURE

WITNESSETH:

It is hereby agreed among the University, the Trustee and its successors in trust under the Indenture and the holder at any time of the Series 2015 Bond hereinafter referred to and the Outstanding Bonds each with each of the others, as follows:

**ARTICLE I
SERIES 2015 BOND**

Section 1.1 Description of the Series 2015 Bond. (a) **Authorization and General Description.** There is hereby authorized to be issued and delivered by the University under the Indenture one University Facilities Revenue Capital Improvement Bond, Series 2015, dated June 15, 2015, in the principal amount of \$6,000,000. Principal installments of the Series 2015 Bond shall mature and become payable on August 1 in the years and amounts shown below, and interest shall be payable on August 1, 2015, and on each Interest Payment Date thereafter, at the per annum rate equal to 2.47% (or, following a Determination of Taxability, at the per annum rate equal to 3.89%), computed on the basis of the actual number of days between each Interest Payment Date (and, with respect to the interest payment due August 1, 2015, the actual number of days from June 15, 2015, to August 1, 2015), on a 360 day year, all as set forth in the following amortization schedule; provided, following a Determination of Taxability, the amount owed as interest on each Interest Payment Date shall be computed as set forth above:

Date	Principal	Interest	Total
08/01/2015	\$375,000.00	\$19,348.33	\$394,348.33
02/01/2016	--	71,012.50	71,012.50
08/01/2016	375,000.00	70,240.63	445,240.63
02/01/2017	--	66,278.33	66,278.33
08/01/2017	375,000.00	65,197.71	440,197.71
02/01/2018	--	61,544.17	61,544.17
08/01/2018	375,000.00	60,540.73	435,540.73
02/01/2019	--	56,810.00	56,810.00
08/01/2019	375,000.00	55,883.75	430,883.75
02/01/2020	--	52,075.83	52,075.83
08/01/2020	375,000.00	51,509.79	426,509.79
02/01/2021	--	47,341.67	47,341.67
08/01/2021	375,000.00	46,569.79	421,569.79
02/01/2022	--	42,607.50	42,607.50
08/01/2022	375,000.00	41,912.81	416,912.81
02/01/2023	--	37,873.33	37,873.33
08/01/2023	375,000.00	37,255.83	412,255.83
02/01/2024	--	33,139.17	33,139.17
08/01/2024	375,000.00	32,778.96	407,778.96
02/01/2025	--	28,405.00	28,405.00
08/01/2025	375,000.00	27,941.88	402,941.88
02/01/2026	--	23,670.83	23,670.83
08/01/2026	375,000.00	23,284.90	398,284.90
02/01/2027	--	18,936.67	18,936.67
08/01/2027	375,000.00	18,627.92	393,627.92
02/01/2028	--	14,202.50	14,202.50
08/01/2028	375,000.00	14,048.13	389,048.13
02/01/2029	--	9,468.33	9,468.33
08/01/2029	375,000.00	9,313.96	384,313.96
02/01/2030	--	4,734.17	4,734.17
08/01/2030	375,000.00	4,656.98	379,656.98

In the event of a discrepancy between the computation of interest on the Series 2015 Bond as described above and the amortization schedule set forth above, the payments due under the amortization schedule shall control unless a Determination of Taxability shall have occurred.

(b) **Interest Payment Dates.** In the event an Interest Payment Date is not a Business Day, the principal or interest due on such date shall be payable on the then next succeeding Business Day.

Section 1.2 Optional Redemption. The University shall have the right to redeem and retire the Series 2015 Bond, in whole or in part, without penalty or premium on June 1, 2020, and on any date thereafter, upon not less than 10 days' prior written notice to the registered holder of the Series 2015 Bond (with a copy to the Trustee), at and for a price equal to 100% of the principal of the Series 2015 Bond to be redeemed plus accrued interest to the date set for redemption. All partial redemptions of principal shall be applied in the inverse order of maturity.

Section 1.3 Method of Payment. Principal installments of the Series 2015 Bond shall be payable when due at the designated corporate trust office of the Trustee in the City of Birmingham, Alabama. Principal and interest on the Series 2015 Bond shall be payable by wire transfer or by check or draft mailed or otherwise delivered by the Trustee to the Purchaser at its address as it appears on the registry books of the Trustee pertaining to the registration of the Series 2015 Bond; provided, that the final payment of such principal and interest that is due on August 1, 2030, shall be made upon surrender of the Series 2015 Bond to the Trustee. All installments of principal of and interest on the Series 2015 Bond shall bear interest after the respective maturities of such principal and interest until paid or until moneys sufficient for payment thereof shall have been deposited for that purpose with the Trustee, whichever first occurs, at the rate of interest borne by the Series 2015 Bond.

Section 1.4 Form of Series 2015 Bond. The Series 2015 Bond and the Trustee's Authentication Certificate shall be in substantially the following forms, respectively, with such insertions, omissions and other variations as may be necessary to conform to the provisions hereof:

THIS SERIES 2015 BOND MAY BE TRANSFERRED ONLY TO AN "ACCREDITED INVESTOR" OR "QUALIFIED INSTITUTIONAL BUYER" AS DEFINED IN THE SECURITIES AND EXCHANGE ACT OF 1933 AND THE RULES AND REGULATIONS PROMULGATED THEREUNDER THAT DELIVERS TO THE UNIVERSITY A LETTER CERTIFYING THE SAME, AND ONLY UPON COMPLIANCE WITH APPLICABLE STATE AND FEDERAL SECURITIES LAWS AND WITH THE INDENTURE REFERRED TO HEREIN.

UNITED STATES OF AMERICA

STATE OF ALABAMA

**UNIVERSITY OF SOUTH ALABAMA
University Facilities Revenue Capital Improvement Bond**

Series 2015

For value received, the **UNIVERSITY OF SOUTH ALABAMA**, a public body corporate under the laws of the State of Alabama (herein called the "University"), will pay, solely from the sources hereinafter referred to, to **REGIONS CAPITAL ADVANTAGE INC.**, a Tennessee corporation (the "Purchaser"), the principal sum of **SIX MILLION DOLLARS (\$6,000,000)**, in annual installments at the times, in the amounts and as set forth below.

The principal hereof shall mature and become payable in annual installments on August 1 in the years and amounts shown below, and interest shall be payable on August 1, 2015, and on each February 1 and August 1 thereafter (each, an "Interest Payment Date") (provided, however, that the final payment of the principal hereof and interest hereon due on August 1, 2030, shall be made only upon the surrender of this bond at the designated corporate trust office of The Bank of New York Mellon Trust Company, N.A., in the City of Birmingham, Alabama, or its successor as trustee under the Indenture), at the per annum rate equal to 2.47% (or, following a Determination of Taxability, at the per annum rate equal to 3.89%), computed on the basis of the actual number of days between each Interest Payment Date (and, with respect to the interest payment due August 1, 2015, the actual number of days from June 15, 2015, to August 1, 2015), on a 360 day year, all as set forth in the following amortization schedule, provided, following a Determination of Taxability, amounts owed as interest on each Interest Payment Date shall be computed as set forth above:

Date	Principal	Interest	Total
08/01/2015	\$375,000.00	\$19,348.33	\$394,348.33
02/01/2016	--	71,012.50	71,012.50
08/01/2016	375,000.00	70,240.63	445,240.63
02/01/2017	--	66,278.33	66,278.33
08/01/2017	375,000.00	65,197.71	440,197.71
02/01/2018	--	61,544.17	61,544.17
08/01/2018	375,000.00	60,540.73	435,540.73
02/01/2019	--	56,810.00	56,810.00
08/01/2019	375,000.00	55,883.75	430,883.75
02/01/2020	--	52,075.83	52,075.83
08/01/2020	375,000.00	51,509.79	426,509.79
02/01/2021	--	47,341.67	47,341.67
08/01/2021	375,000.00	46,569.79	421,569.79
02/01/2022	--	42,607.50	42,607.50
08/01/2022	375,000.00	41,912.81	416,912.81
02/01/2023	--	37,873.33	37,873.33
08/01/2023	375,000.00	37,255.83	412,255.83
02/01/2024	--	33,139.17	33,139.17
08/01/2024	375,000.00	32,778.96	407,778.96
02/01/2025	--	28,405.00	28,405.00
08/01/2025	375,000.00	27,941.88	402,941.88
02/01/2026	--	23,670.83	23,670.83
08/01/2026	375,000.00	23,284.90	398,284.90
02/01/2027	--	18,936.67	18,936.67
08/01/2027	375,000.00	18,627.92	393,627.92

02/01/2028	--	14,202.50	14,202.50
08/01/2028	375,000.00	14,048.13	389,048.13
02/01/2029	--	9,468.33	9,468.33
08/01/2029	375,000.00	9,313.96	384,313.96
02/01/2030	--	4,734.17	4,734.17
08/01/2030	375,000.00	4,656.98	379,656.98

In the event of a discrepancy between the computation of interest as described above and this amortization schedule, the payments due under this amortization schedule shall control unless a Determination of Taxability has occurred. As used herein, "Determination of Taxability" shall mean a determination that interest on this bond is includable for federal income tax purposes in the gross income (as defined in Section 61 of the Internal Revenue Code of 1986, as amended, or any successor provision thereto) of the registered owner or any former registered owner hereof upon the first to occur of the following, but if and only if such occurrence is the result of an action or failure to act on the part of the University:

(a) the date on which the University is advised in writing by the Commissioner or any District Director of the Internal Revenue Service that, based upon any filings of the University, or upon any review or audit of the University, the interest on this bond is includable in the gross income of each registered owner or former registered owner thereof;

(b) the date on which the University receives notice from the registered owner or any former registered owner of this bond in writing that the registered owner or former registered owner of this bond has received from the Internal Revenue Service a statutory notice of deficiency or similar notice which asserts in effect that the interest on this bond is includable in the gross income of the registered owner or former registered owner of this bond;

(c) the date on which the University is advised in writing by the Commissioner or any District Director of the Internal Revenue Service or otherwise receives notice that there has been issued a public or private ruling of the Internal Revenue Service or a technical advice memorandum issued by the national office of the Internal Revenue Service that the interest on this bond is includable for federal income tax purposes in the gross income of the registered owner or former registered owner of this bond; or

(d) the date on which the University is advised in writing that a final determination, from which no further right of appeal exists, has been made by a court of competent jurisdiction in the United States of America that the interest on this bond is includable in the gross income of the registered owner or former registered owner of this bond;

provided, however, (i) interest on this bond shall not be deemed includable for federal income tax purposes in the gross income of a registered owner or former registered owner hereof because interest is includable in the calculation of income for purposes of an alternative minimum tax or any other type of taxation other than regular federal tax imposed on income, and (ii) no Determination of Taxability shall occur under subparagraph (a), (b) or (c) of this definition unless the University has been afforded the opportunity, at the expense of the University, to contest any such conclusion and/or assessment. The University shall be deemed to

have been afforded the opportunity to contest if it shall have been permitted to commence and maintain any action in the name of the registered owner or any former registered owner of this bond to judgment and through any appeals therefrom or other proceedings related thereto.

In the event of a Determination of Taxability at any time (including without limitation at any time following full payment of this bond) the University shall pay, upon demand, to each registered owner or former registered owner of this bond as to which the Determination of Taxability is applicable, the amount of any additions to federal income tax and any penalties which shall have been paid or are payable by such registered owners as a result of the failure to include interest on this bond in the gross income thereof for federal income tax purposes, which obligation of the University shall survive payment in full of this bond.

Principal and interest on this bond are payable by check or draft mailed by the Trustee to the Purchaser on the applicable Interest Payment Date and at the address of the Purchaser shown on the registry books of the Trustee pertaining to this bond as of the close of business on the July 15 or January 15, as the case may be, next preceding the date of payment of such principal or interest; provided, if an Interest Payment Date is not a Business Day (as defined in the Indenture), the interest or principal due on such date shall be payable on the next succeeding Business Day.

Principal and interest payments that are due with respect to this bond and that are made by check or draft shall be deemed timely made if such check or draft is mailed by the Trustee on or before the due date of such principal or interest. Both the principal of and the interest on this bond shall bear interest after their respective maturities until paid or until moneys sufficient for payment thereof have been deposited with the Trustee at the per annum rate stated above. The Indenture provides that all payments by the University or the Trustee to the Purchaser at the address for the Purchaser shown on the registry books of the Trustee shall to the extent thereof fully discharge and satisfy all liability for the same. Any permitted transferee of this bond takes it subject to all payments of principal and interest in fact made with respect hereto.

This bond is herein entitled "University Facilities Revenue Capital Improvement Bond, Series 2015" and has been issued under a University Facilities Revenue Trust Indenture dated as of February 15, 1996, as heretofore supplemented and amended and as further supplemented and amended by an Eleventh Supplemental University Facilities Revenue Trust Indenture dated June 15, 2015 (the said Trust Indenture, as so supplemented and amended, being herein called the "Indenture"), between the University and The Bank of New York Mellon Trust Company, N.A. (herein called the "Trustee"). The principal of and the interest on this bond are payable solely out of and are secured by a lien upon and pledge of (a) certain fees from students levied by the University, (b) the gross revenues derived from certain auxiliary enterprises services furnished by the University, including, food services, housing, college stores, dining, concessions and other similar services, as such revenues are shown as a separate item on the audited financial statements of the University, and (c) an amount not exceeding \$10,000,000 in any fiscal year of the University of the gross revenues derived from that certain hospital facility owned and operated by the University and known as USA Children's and Women's Hospital (herein called the "Pledged Revenues"), and shall not be payable from any other funds or revenues, on a parity of lien with (I) the University's (a) \$40,130,000.70 original principal amount University Tuition Revenue Bonds, Series 1999, dated March 1, 1999, (b) \$100,000,000

original principal amount University Tuition Refunding and Capital Improvement Bonds, Series 2006, dated December 1, 2006, (c) \$112,885,000 original principal amount University Facilities Revenue Capital Improvement Bonds, Series 2008, dated September 1, 2008, (d) \$29,750,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2010, dated June 16, 2010, (e) \$25,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2012-A, dated January 4, 2012, (f) \$7,740,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2012-B, dated January 4, 2012, (g) \$32,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2013-A, dated June 28, 2013, (h) \$8,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2013-B, dated June 28, 2013, (i) \$10,000,000 original principal amount University Facilities Revenue Capital Improvement Bond, Series 2013-C, dated June 28, 2013, and (j) \$41,245,000 original principal amount University Facilities Revenue Refunding Bond, Series 2014-A, dated March 14, 2014; and (II) any Additional Bonds hereafter issued pursuant to Article VIII of the Indenture.

Reference is hereby made to the Indenture for a description of the nature and extent of the security afforded thereby, the rights and duties of the University and the Trustee with respect thereto, the rights of the Purchaser of this bond and the terms and conditions on which additional series of bonds may be issued on a parity of lien with this bond. The Indenture provides, inter alia, (a) that in the event of default by the University in the manner and for the time therein provided, the Trustee may declare the principal of and the interest accrued on this bond immediately due and payable, whereupon the same shall thereupon become immediately due and payable and the Trustee shall be entitled to pursue the remedies provided in the Indenture, (b) that the holder of this bond shall have no right to enforce the provisions of the Indenture except as provided therein and then only for the equal and pro rata benefit of the holders of all the Bonds, and (c) that if this bond shall not be presented for payment when due (whether by maturity or otherwise) and if funds sufficient for such payment shall have been made available to the Trustee therefore, all liability of the University to the holder of such bond and all rights of such holder against the University under such bond or under the Indenture shall cease and terminate and that the sole right of such holder shall thereafter be against the said funds so made available, which the Trustee is required to set aside and hold, subject to any applicable escheat or other similar law, for the benefit of such holder. The Indenture also provides that the University and the Trustee, with the written consent of the holders of not less than a majority in aggregate principal amount of the Bonds then outstanding under the Indenture, may at any time and from time to time amend the Indenture or any indenture supplemental thereto, provided that no such amendment shall (1) without the consent of the holder of each Bond affected, reduce the principal of, the rate of interest on any Bond, or (2) without the consent of the holders of all the Bonds then outstanding under the Indenture, extend the maturity of any installment of principal or interest on any of the Bonds, make any change in the schedule of required sinking fund or other similar payments with respect to any series of the Bonds, create a lien or charge on the Pledged Revenues ranking prior to or (except in connection with the issuance of additional parity bonds under the Indenture) on a parity with the lien or charge thereon contained in the Indenture, effect a preference or priority of any Bond over any other Bond or reduce the aggregate principal amount of Bonds the holders of which are required to consent to any such amendment.

The principal of this bond shall be subject to redemption and payment by the University, at the option of the University, as a whole or in part without penalty or premium, on June 1, 2020, and on any date thereafter, upon not less than 10 days' prior written notice to the

registered holder of this bond (with a copy to the Trustee), at and for a redemption price equal to 100% of the principal hereof to be redeemed plus accrued interest to the date fixed for redemption. All partial redemptions of principal shall be applied in the inverse order of maturity.

This bond is not a general obligation of the University, and the covenants and representations herein contained or contained in the Indenture do not and shall never constitute a personal or pecuniary liability or charge against the general credit of the University. This bond is not an obligation or debt of the State of Alabama nor are the faith and credit of said state pledged for payment thereof, and neither the principal of nor interest on this bond is payable out of any moneys provided for or appropriated to the University by the State of Alabama.

It is hereby certified that all conditions, actions and things required by the Constitution and laws of Alabama to exist, be performed and happen precedent to or in the issuance of this bond do exist, have been performed and have happened in due and legal form.

The Trustee shall not be required so to transfer or exchange this bond during the period of fifteen days next preceding any interest payment date with respect thereto.

Execution by the Trustee of its authentication certificate hereon is essential to the validity hereof and is conclusive of the due issue hereof under the Indenture.

IN WITNESS WHEREOF, the University has caused this bond to be executed in its name and behalf with the signature of its President, has caused a facsimile of its corporate seal to be hereunto imprinted, has caused this bond to be attested by the signature of the Secretary of its Board of Trustees, and has caused this bond to be dated June 15, 2015.

UNIVERSITY OF SOUTH ALABAMA

By: _____
President
University of South Alabama

[S E A L]

Attest:

Secretary of the
Board of Trustees

Form of Trustee's Authentication Certificate

Date of Authentication and Registration:

The within bond is one of those described in the within-mentioned Trust Indenture.

**THE BANK OF NEW YORK MELLON
TRUST COMPANY, N.A.,
Trustee**

By: _____
Its Authorized Officer

Section 1.5 Execution and Delivery of the Series 2015 Bond. The Series 2015 Bond shall be forthwith executed and delivered to the Trustee and shall be authenticated and delivered by the Trustee from time to time upon receipt by the Trustee of an order signed on behalf of the University by its President, requesting such authentication and delivery and designating the person or persons to receive the same or any part thereof.

Section 1.6 Application of Proceeds from the Sale of the Series 2015 Bond. The entire proceeds from the sale of the Series 2015 Bond shall be deposited into a special account established by the University and used to pay the costs of the 2015 Improvements.

ARTICLE II CONCERNING THE CODE

Section 2.1 Concerning the Code. (a) General. The University recognizes that the Code imposes certain conditions to the exemption from federal income taxation of interest income on the Series 2015 Bond. Accordingly, the University agrees that it will continually comply with all requirements imposed by the Code as a condition to the exemption from federal income taxation of the interest income on the Series 2015 Bond. With respect to any question arising under this Section 2.1, the University may rely upon an opinion of nationally recognized bond counsel acceptable to it.

(b) **Series 2015 Bond not to be "Private Activity Bonds".** The University will not apply the proceeds of the Series 2015 Bond in any manner that would cause the Series 2015 Bond to be a "private activity bond" within the meaning of Section 141(a) of the Code.

(c) **Concerning the Arbitrage Provisions of the Code.** The University agrees that it will comply with all provisions of the Code necessary to preclude the Series 2015 Bond from being considered an "arbitrage bond" within the meaning of Section 148 of the Code.

(d) **Provisions Respecting Registration of Series 2015 Bond to Comply with Provisions of Code.** The University and the Trustee recognize that the provisions of the Code require that the Series 2015 Bond be in "registered form" and that, in general, the Series 2015 Bond must be registered as to both principal and interest and any transfer of the Series 2015 Bond must be effected only by the surrender of the old bond and either by the reissuance of the old bond to a new Holder or the issuance of a new bond to a new Holder. The Trustee may conclusively rely upon an opinion of nationally recognized bond counsel with respect to any question which may arise pertaining to the transfer, exchange or reissuance of the Series 2015 Bond.

**ARTICLE III
CONCERNING PLEDGED REVENUES;
CONFIRMATION OF INDENTURE, AS SUPPLEMENTED**

Section 3.1 Confirmation of Indenture. All the terms, covenants and conditions of the Indenture, as supplemented hereby, are hereby in all respects ratified and confirmed, and the Indenture as so supplemented shall continue in full force and effect. In addition, each of the Trustee and the University confirms that the Trustee shall have no duties, express or implied, respecting the proceeds of the Series 2015 Bond during any time when the Trustee is not the depository of such amounts or respecting any other construction funds established under the Indenture for which the Trustee is not the depository.

Section 3.2 Confirmation of Pledges. The provisions of the Indenture, wherein the Pledged Revenues are pledged for payment of all Bonds issued under the Indenture, are hereby ratified and confirmed.

Section 3.3 Construction of Eleventh Supplemental University Facilities Revenue Trust Indenture. No provisions of this Eleventh Supplemental University Facilities Revenue Trust Indenture shall be construed to limit or restrict, either expressly or impliedly, the obligations of the University contained in the Indenture or the powers of the Trustee thereunder, nor shall the provisions of this Eleventh Supplemental University Facilities Revenue Trust Indenture be construed in any manner inconsistent with the provisions of the Indenture or in any manner that would adversely affect the interest of the Purchaser as holder of the Series 2015 Bond.

Section 3.4 Special Covenants in Favor of Purchaser. (a) So long as the Series 2015 Bond remains outstanding, the University shall provide the Purchaser the following:

(i) Audited financial statements of the University within 150 days following the close of each fiscal year of the University, commencing with the fiscal year ending September 30, 2015;

(ii) quarterly financial statements of the University within 90 days following the close of each fiscal quarter of the University, commencing with the fiscal quarter ending September 30, 2015; and

(iii) the annual budget for the University by October 31 of each year, commencing October 31, 2015.

Section 3.5 Authorized Denominations. The Series 2015 Bond may have principal installments maturing in denominations of any amount.

Section 3.6 Severability. In the event that any provision hereof shall be held invalid or unenforceable by any court of competent jurisdiction, such holding shall not invalidate or render unenforceable any other provision hereof.

IN WITNESS WHEREOF, the University has caused this Eleventh Supplemental University Facilities Revenue Trust Indenture to be executed in its name and behalf by the President of the University, has caused its corporate seal to be hereunto affixed, and has caused this Eleventh Supplemental University Facilities Revenue Trust Indenture to be attested by the Secretary of its Board of Trustees, and the Trustee has caused this Eleventh Supplemental University Facilities Revenue Trust Indenture to be executed in its name and behalf, has caused its corporate seal to be hereunto affixed and has caused this Eleventh Supplemental University Facilities Revenue Trust Indenture to be attested, all by its duly authorized officers, and the University and the Trustee have caused this Eleventh Supplemental University Facilities Revenue Trust Indenture to be so executed in several counterparts, each of which shall be deemed an original, and have caused this Eleventh Supplemental University Facilities Revenue Trust Indenture to be dated June 15, 2015.

UNIVERSITY OF SOUTH ALABAMA

By: _____
President

[S E A L]

Attest:

Secretary of the Board of Trustees

**THE BANK OF NEW YORK MELLON
TRUST COMPANY, N.A.,
as Trustee**

By: _____

Its: _____

[S E A L]

Attest:

Its: _____

STATE OF ALABAMA)
 :
COUNTY OF MOBILE)

I, _____, a Notary Public in and for said county in said state, hereby certify that Dr. Tony G. Waldrop, whose name as the President of the **UNIVERSITY OF SOUTH ALABAMA**, a public body corporate under the laws of Alabama, is signed to the foregoing instrument and who is known to me, acknowledged before me on this day that, being informed of the contents of the within instrument, he, as such officer and with full authority, executed the same voluntarily for and as the act of said public corporation.

GIVEN under my hand and official seal of office, this 15th day of June, 2015.

Notary Public

[NOTARIAL SEAL]

STATE OF ALABAMA)
 :
COUNTY OF MOBILE)

I, _____, a Notary Public in and for said county in said state, hereby certify that Carmen J. Kilgore, whose name as Vice President of **THE BANK OF NEW YORK MELLON TRUST COMPANY, N. A.**, in its capacity as Trustee under that certain Trust Indenture dated as of February 15, 1996, between it and the University of South Alabama, as supplemented, is signed to the foregoing instrument and who is known to me, acknowledged before me on this day that, being informed of the contents of the within instrument, as such officer and with full authority, executed the same voluntarily for and as the act of said bank, in its capacity as trustee as aforesaid.

GIVEN under my hand and official seal of office, this 15th day of June, 2015.

Notary Public

[NOTARIAL SEAL]

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**



AUDIT

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

AUDIT COMMITTEE

March 5, 2015

3:20 p.m.

A meeting of the University of South Alabama Board of Trustees Audit Committee was duly convened by Dr. Scott Charlton on behalf of Mr. John Peek, Chair, on Thursday, March 5, 2015, at 3:20 p.m. in the Board Room of the Frederick P. Whiddon Administration Building.

Members Present: Scott Charlton, Ron Jenkins, Bryant Mixon and Sandy Stimpson.

Member Absent: John Peek.

Other Trustees: Chandra Brown Stewart, Tom Corcoran, Steve Furr, Bettye Maye, Arlene Mitchell, Jimmy Shumock, Ken Simon, Mike Windom and Jim Yance.

Administration and Others: Joe Busta, Lynne Chronister, Monica Curtis, Joel Erdmann, Julie Estis (Faculty Senate), Ron Franks, Stan Hammack, Mike Haskins, David Johnson, Doug Marshall (Faculty Senate), Mike Mitchell, Steve Simmons, John Smith, Jean Tucker, Tony Waldrop and Kevin West (Faculty Senate).

Press: Cassie Fambro (*Press-Register/al.com*), Alyssa Newton (*Vanguard*) and Alyson Stokes (*Lagniappe*).

The meeting came to order and the attendance roll was called. Dr. Charlton moved for the adoption of the minutes of the Committee meeting held on December 4, 2014. Capt. Jenkins seconded and the minutes were approved unanimously.

Dr. Charlton called for presentation of **ITEM 14**, the KPMG Report on USA Intercollegiate Athletics for the year ended September 2014. Mr. Simmons stated KPMG is engaged annually to examine the accuracy of the information that the University reports to the National Collegiate Athletics Association. He said the report was free of findings.

There being no further business, the meeting was adjourned at 3:22 p.m.

Respectfully submitted:

Scott A. Charlton, M.D.

On behalf of:

John M. Peek, Chair

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**



**DEVELOPMENT, ENDOWMENT
AND INVESTMENTS**

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

DEVELOPMENT, ENDOWMENT AND INVESTMENTS COMMITTEE

March 5, 2015

3:22 p.m.

A meeting of the University of South Alabama Board of Trustees Development, Endowment and Investments Committee was duly convened by Mr. Jim Yance, Chair, on Thursday, March 5, 2015, at 3:22 p.m. in the Board Room of the Frederick P. Whiddon Administration Building.

Members Present: Tom Corcoran, Ron Jenkins, Ken Simon, Mike Windom and Jim Yance.

Member Absent: Steve Stokes.

Other Trustees: Chandra Brown Stewart, Scott Charlton, Steve Furr, Bettye Maye, Bryant Mixon, Arlene Mitchell, Jimmy Shumock and Sandy Stimpson.

Administration and Others: Terry Albano, Joe Busta, Lynne Chronister, Monica Curtis, Joel Erdmann, Julie Estis (Faculty Senate), Ron Franks, Stan Hammack, Mike Haskins, David Johnson, Doug Marshall (Faculty Senate), Mike Mitchell, Norman Pitman, Steve Simmons, John Smith, Jean Tucker, Tony Waldrop and Kevin West (Faculty Senate).

Press: Cassie Fambro (*Press-Register/al.com*), Alyssa Newton (*Vanguard*) and Alyson Stokes (*Lagniappe*).

The meeting came to order and the attendance roll was called. Mr. Yance called for consideration of the minutes of the Committee meeting held on December 4, 2014. On motion by Mr. Windom, seconded by Mr. Corcoran, the Committee voted unanimously to approve the minutes.

Mr. Yance called upon Mr. Albano and Mr. Pitman to deliver the endowment performance report, **ITEM 15**. Graphic materials demonstrated a performance of 1.75 percent versus the relative index of 1.15 percent for the period October 1 to December 31, 2014, an outperformance by 60 basis points. The endowment total at the end of the period was \$144,138,196. Mr. Pitman discussed the underperformance of Schwab and Private Advisors. Given the emphasis on long-term gains, Mr. Albano stated the University's investments are positioned correctly despite the minor setbacks. He reviewed asset allocation and reported that the annualized performance since inception in April 2000 was 5.26 percent versus the index of 4.46 percent, an outperformance by 80 basis points. He discussed the National Association of College and University Business Officers' (NACUBO) 2014 endowment study which showed that the University of South Alabama performed extremely well compared to peer institutions in Alabama. A chart demonstrating one-, three- and five-year comparisons was viewed. Mr. Albano said NACUBO tracks the endowments of approximately 800 institutions. Ms. Mitchell recommended a review of the investment guidelines with regard to manager

Development, Endowment and Investments Committee

March 5, 2015

Page 2

allocation restrictions. For a better perspective, Mr. Shumock suggested it would help the Committee to see a comparison of manager performance over a longer period of time. Dr. Charlton asserted that adherence to the guidelines would assure growth over time. Mr. Yance agreed that the policy is effective, noting that USA's endowment has performed better than the endowments of 75 percent of the institutions ranked in the nation.

There being no further business, the meeting was adjourned at 3:44 p.m.

Respectfully submitted:

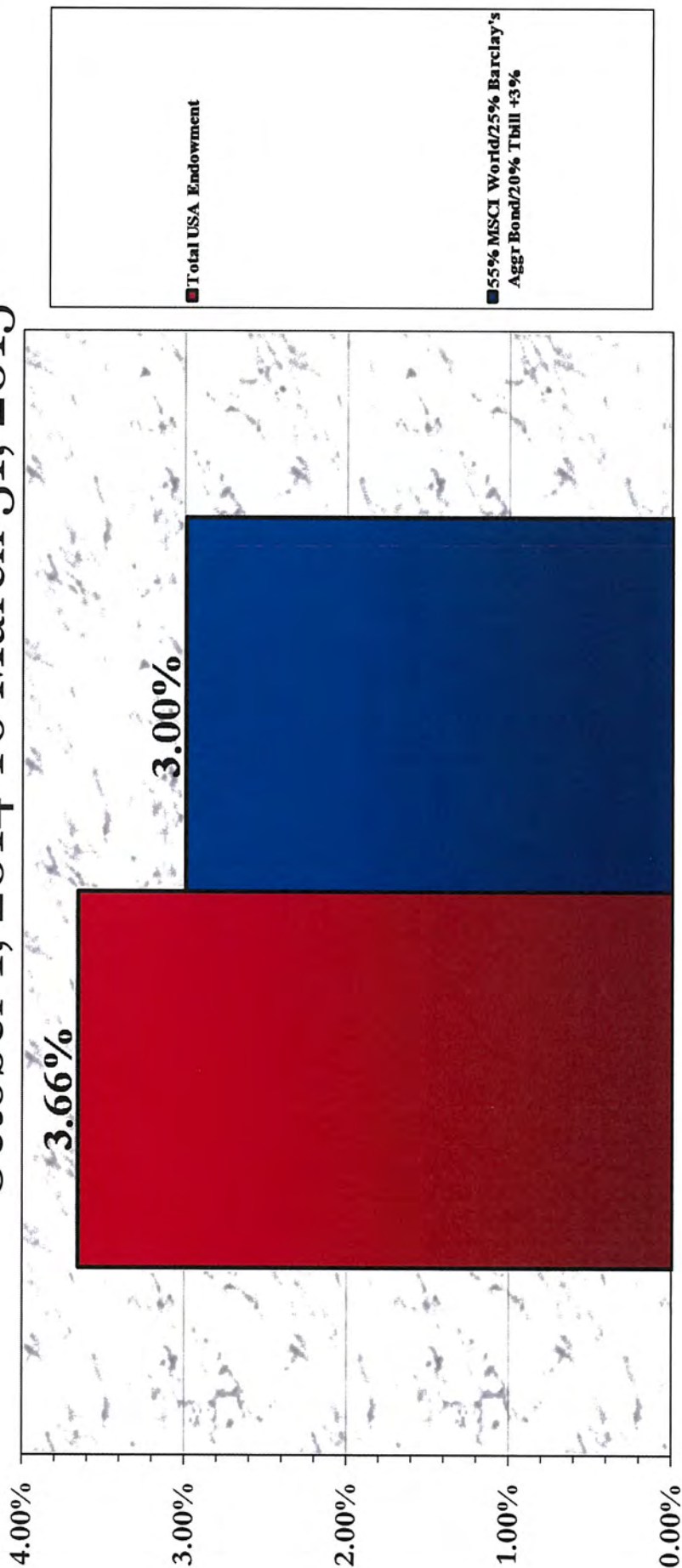
James A. Yance, Chair

University of South Alabama
Endowment Investment Performance
Review/Analysis

Fiscal Year 2015



Total USA Endowment Fiscal Year 2015 October 1, 2014 To March 31, 2015



Outperformed 0.66%

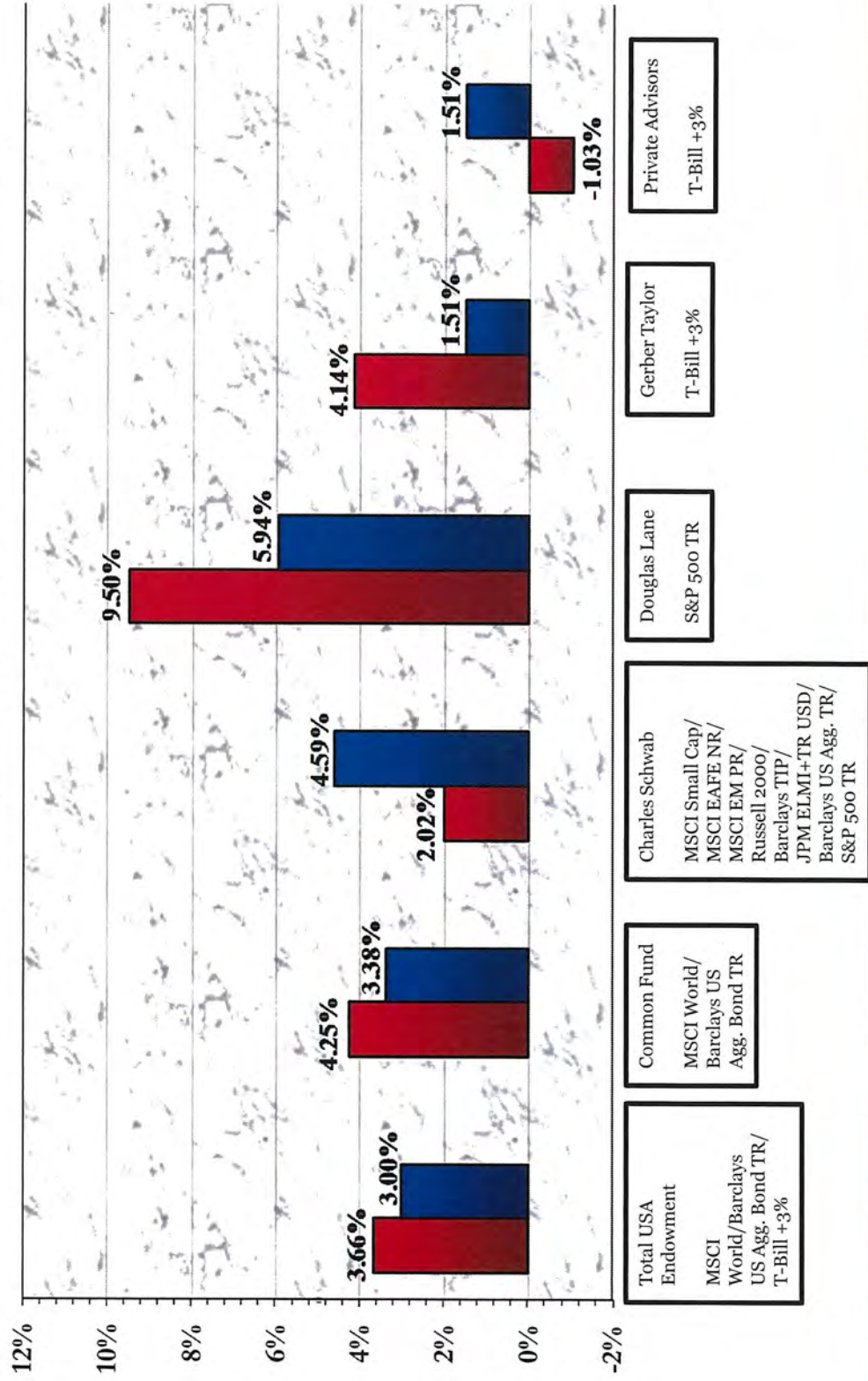
Balance: \$144,099,594



Endowment Fund Managers

Fiscal Year 2015

October 1, 2014 To March 31, 2015



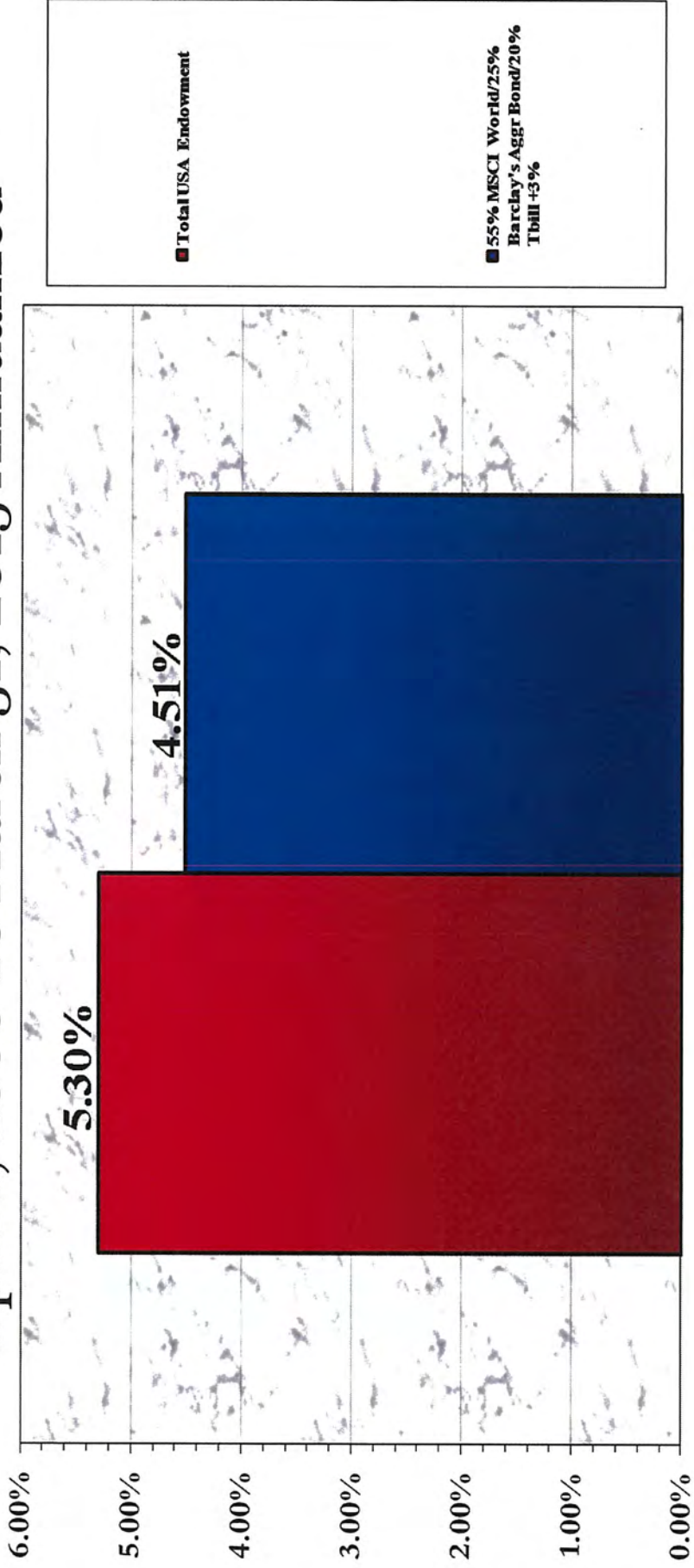


Total USA Endowment Breakdown Fiscal Year 2015

Manager	Money Market	Large Cap Equity	Small Cap Equity	International	Fixed	Hedge	Total	%
Private Advisors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,219,146	\$ 7,219,146	5%
Schwab	\$ -	\$ 7,766,648	\$ 7,822,939	\$ 14,307,249	\$ 5,256,864	\$ -	\$ 35,153,700	24%
Doug Lane	\$ 674,263	\$ 7,954,668	\$ -	\$ -	\$ -	\$ -	\$ 8,628,931	6%
Common Fund	\$ -	\$ 38,348,313	\$ -	\$ -	\$ 31,929,314	\$ -	\$ 70,277,627	49%
Gerber Taylor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,820,190	\$ 22,820,190	16%
Total	\$ 674,263	\$ 54,069,629	\$ 7,822,939	\$ 14,307,249	\$ 37,186,178	\$ 30,089,336	\$ 144,059,594	100%
%	0%	38%	5%	10%	26%	21%	100%	100%
Policy %		25-55%	0-8%	5-15%	15-35%	10-30%		100%



Total USA Endowment Since Inception April 1, 2000 To March 31, 2015 Annualized



Balance: \$144,099,594

Outperformed 0.79%

RESOLUTION

ADJUSTMENT OF ENDOWMENT MANAGEMENT FEE

WHEREAS, the University of South Alabama has an ongoing responsibility to build endowment assets to the financial benefit of the University, thereby strengthening its ability to enhance the quality of University programs, and

WHEREAS, the activities necessary to build and maintain the University's endowment require expenditures for such costs associated with engaging financial management services, support for fundraising activities, management of the endowed gift process, where appropriate, liquidating of real and personal property accepted as gifts, and other such business-related expenditures, and

WHEREAS, the University has used the mechanism of a management fee on endowment assets to provide a stable source of funding for all such business activities related to acquisition of new assets and management for the growth of assets through prudent and strategic investment, and

WHEREAS, increasing the management fee assessed against the endowment assets from its current rate of 1.00 percent to 1.25 percent would assist in funding development and alumni relations programming in the face of stagnant state appropriations and be consistent with best practices among universities nationally,

THEREFORE, BE IT RESOLVED, the Board of Trustees, on the recommendation of its Development, Endowment and Investments Committee, authorizes the University to assess an annual management fee of 1.25 percent of total assets held in the endowment as of September 30 of each year and retroactive to September 30, 2014, and

BE IT FINALLY RESOLVED that the President is authorized to designate the expenditure of resources generated by this management fee as appropriate through the University budgeting process.



University of South Alabama
Office of Development and Alumni Relations
5910 USA South Drive, Mobile Townhouse
Mobile, AL 36688
(251) 460-7616 ~ Fax: (251) 460-7647

REC'D
Office of the President

MAY 13 2015

University of South Alabama

MEMORANDUM

DATE: May 11, 2015

TO: Dr. Tony Waldrop
President

FROM: Dr. Joseph F. Busta, Jr. 
Vice President for Development and Alumni Relations

RE: Agenda Item: Resolution to Adjust the Management Fee on Endowment

Attached please find a resolution for consideration by the Board of Trustees of the University of South Alabama. This resolution is to increase the administrative fee on the University endowment to support expanded and future growth of University Development and Alumni Relations programming and fundraising activities.

With your approval, Vice President Steve Simmons and I recommend the resolution be presented to and adopted by the Board of Trustees during the June 2015 meeting.

/sd

attachment

xc: Vice President Simmons
Ms. Monica Curtis

RESOLUTION

THE FANNY AND BERT MEISLER ENDOWED PROFESSORSHIP IN JEWISH STUDIES

WHEREAS, for 51 years, the University of South Alabama has vigorously pursued its mission of education and service to the Gulf Coast region, including scholarly exploration and dissemination of knowledge, and

WHEREAS, ensuring that our graduates leave our campus as thoughtful, committed citizens is of vital importance to the health, welfare and success of our region, state and nation, and

WHEREAS, Mr. and Mrs. Bert Meisler already have pursued this objective with exceptional generosity providing financial support to the University of South Alabama, thus enabling students at the University to enrich their lives through the pursuit of higher education, and

WHEREAS, Mr. and Mrs. Meisler have supported the University with substantial charitable gifts including a leadership role in establishing the *Ripps-Meisler Endowed Chair* in the USA College of Medicine, providing necessary funding to name the student services center *Meisler Hall*, and giving extensive support to the University's athletic programs, and

WHEREAS, Mr. and Mrs. Meisler have generously committed to providing philanthropic support to establish an endowed fund to invest in the continued success of the Jewish Studies Program at the University of South Alabama and to expand and deepen the University's relationship with Mobile's Jewish community, and

WHEREAS, a Jewish Studies program in the College of Arts and Sciences, focusing on the history, religion and culture of the Jewish people will illuminate important issues of group and national identity, diaspora, genocide and cultural survival, and will have relevance not only to those who seek a richer understanding of the Jewish experience but also to students of other dispossessed or minority groups, and

WHEREAS, the *Fanny and Bert Meisler Professorship in Jewish Studies Endowment Fund* represents a profound advancement of the academic programs of the University of South Alabama that will accrue to the benefit of citizens across the Gulf Coast region for generations to come,

THEREFORE, BE IT RESOLVED, the Board of Trustees expresses its deep gratitude to Fanny and Bert Meisler for their visionary partnership and extraordinary generosity in establishing this endowed fund and declares that this endowed professorship at the University of South Alabama will hereafter be known as *The Fanny and Bert Meisler Endowed Professorship in Jewish Studies*.



University of South Alabama
Office of Development and Alumni Relations
5910 USA South Drive, Mobile Townhouse
Mobile, AL 36688
(251) 460-7616 ~ Fax: (251) 460-7647

REC'D
Office of the President

JUN 02 2015

University of South Alabama

MEMORANDUM

DATE: June 1, 2015

TO: Dr. Tony Waldrop
President

FROM: Dr. Joseph F. Busta, Jr. 
Vice President for Development and Alumni Relations

RE: Agenda Item: Resolution The Fanny and Bert Meisler
Endowed Professor in Jewish Studies

It is a great honor for me to submit a resolution for consideration by the Board of Trustees of the University of South Alabama in recognition of Fanny and Bert Meisler. This resolution is an appreciation of their gift to create the Fanny and Bert Meisler Endowed Professorship in Jewish Studies.

With your approval, I recommend the resolution be presented to and adopted by the Board during the June 5, 2015 meeting.

/sd

attachment

xc: Vice President David Johnson
Dean Andrzej Wierzbicki
Dr. Clarence Mohr
Mr. Michael Haskins
Ms. Monica Curtis
Mr. Joshua Cogswell

UNIVERSITY OF SOUTH ALABAMA

BOARD OF TRUSTEES



**SPECIAL
ACKNOWLEDGEMENT**

RESOLUTION

COMMENDATION OF MR. STEPHEN H. SIMMONS

WHEREAS, Stephen H. Simmons has faithfully served the University of South Alabama in numerous capacities over the course of four decades, both with the USA Health System and the University's main campus, and

WHEREAS, Mr. Simmons first joined the University in 1977, working his way from internal auditor, to senior accountant, to manager of hospital accounting, to assistant hospital controller, to hospital administrator, to senior hospital administrator and finally, to associate vice president for medical financial affairs, and

WHEREAS, Mr. Simmons played a leading role in the creation of a health maintenance organization that provided innumerable benefits to the USA Health System and to countless patients along the Gulf Coast, as well as developing the Medicaid Maternity Waiver Program for Mobile County, and

WHEREAS, the University of South Alabama Board of Trustees, on April 1, 2004, unanimously approved a resolution expressing the board's appreciation to Mr. Simmons for his many contributions to the University, and offering its best wishes upon his recent retirement, and

WHEREAS, Mr. Simmons' unique skills rendered him such an essential employee that it was in the University's best interests to bring him out of retirement in 2008 to serve this institution once more, and

WHEREAS, Mr. Simmons returned as assistant vice president for financial affairs and later, as senior associate vice president for financial affairs as well as chief financial officer for athletics, with management responsibility of University computing and information systems, internal audit and risk management, the Mitchell Center, the USA Springhill campus and the Brookley Center, and, most recently, he served as vice president for finance and administration, and

WHEREAS, Mr. Simmons is not only a master of many talents at the University, but is also a master of the art of retirement, this being his second time to do so,

THEREFORE, BE IT RESOLVED that the University of South Alabama Board of Trustees expresses its heartfelt admiration of Mr. Stephen H. Simmons for his untiring efforts on behalf of the University, and offers encouragement that this second retirement will provide him greater leisure than the first.