

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

MAY 1, 2017

**FREDERICK P. WHIDDON ADMINISTRATION BUILDING
SUITE 130, BOARD ROOM**

**LONG-RANGE PLANNING COMMITTEE
3:00 P.M.**

Roll Call

- 1 Report: [Proposed Revisions to the Campus Master Plan](#)
- 2 Report: [Use of USA Scorecard Data for Planning Purposes](#)

**SPECIAL MEETING OF THE BOARD OF TRUSTEES
4:00 P.M.**

Roll Call

- 1 Approve: [Formation of a Health Care Authority at the University of South Alabama](#)

**University of South Alabama
Campus Facilities Master Plan: 2017-2027**

Placeholder for letter from President Waldrop

Board of Trustees Membership

Kay Ivey

ex officio, Chair
Governor, State of Alabama
Sworn in 2017

Katherine Alexis Atkins

Mobile County
Business Administration
Appointed 2016

Chandra Brown Stewart

Mobile County
Business Administration
Appointed 2014

Scott A. Charlton

25th District
Coffee and Crenshaw Counties
Physician
Appointed 2007

E. Thomas Corcoran

21st District
Baldwin and Escambia Counties
Business Administration
Appointed 2010

Steven P. Furr

19th District
Choctaw, Clarke, and Washington Counties
Physician
Appointed 2006

Robert D. Jenkins III

United States at Large
Business Administration
Appointed 2014

Bettye R. Maye

20th District
Marengo and Sumter Counties
Retired Educator
Appointed 1993

Arlene Mitchell

Secretary
33rd District
Mobile County
Philanthropist and Civic Volunteer
Appointed 2007

Bryant Mixon

State at Large
Retired Sheriff
Appointed 2001

John M. Peek

17th District
Butler, Conecuh, and Covington Counties
Attorney
Appointed 2006

James H. Shumock

Vice Chair
State at Large
Business Administration
Appointed 2010

Kenneth O. Simon

Chair pro tempore
State at Large
Attorney
Appointed 2009

Steven H. Stokes

35th District
Henry and Houston Counties
Physician
Appointed 1993

Michael P. Windom

State at Large
Attorney
Appointed 2014

James A. Yance

State at Large
Attorney
Appointed 2006

Introduction and Purpose

The University of South Alabama has a complex array of physical facilities and infrastructure needs. Additionally, the campus' physical facilities must serve the needs of a diverse campus population with a complex mission including academic, research, and business enterprises. Thus, the campus engages in regular assessment of its physical facilities at least every 10 years and develops a visionary and long-term plan for the physical infrastructure of its campus.

The Campus Master Plan Committee is charged to produce the Campus Master Plan. Committee members review and reflect on the previous plan and use multiple sources of data to assess the University's current needs and to update the University's Campus Master Plan. Ultimately, the plan serves to 1) communicate a historical narrative of the University's development of physical facilities, 2) identify the University's needs for future development of physical facilities and infrastructure, and 3) establish a program plan that will guide decision-making in prioritizing future capital projects.

University Mission, Vision, and Strategic plan

Mission

The University of South Alabama, with a global reach and special focus on the Gulf Coast, strives to make a difference in the lives of those it serves through promoting discovery, health, and learning.

Vision

The University of South Alabama will be a leading comprehensive public university internationally recognized for educational, research, and health care excellence as well as for its positive intellectual, cultural, and economic impact on those it serves.

Strategic Plan

Essential activities: While the Strategic Plan highlights those areas of work upon which the University will place special emphasis, success in any area is dependent also upon effectively engaging in the following activities:

- Engaging and developing faculty and staff and supporting their efforts in advancing the mission and priorities
- Being fiscally responsible
- Meeting development and fund-raising targets
- Implementing marketing and communications strategies
- Engaging alumni

The University of South Alabama Strategic Plan is organized around five institutional priorities:

1. Student Success and Access
2. Enhancement of Research and Graduate Education
3. Global Engagement
4. Excellence in Health Care
5. University-Community Engagement

Student Success and Access: To develop, implement, and assess initiatives and practices to ensure all students are offered the resources, structure, and relationships necessary for high-quality learning, academic persistence, and degree completion.

- Objective 1.1: Increase the persistence, progression, and degree completion of undergraduate and graduate students.
- Objective 1.2: Ensure students are meeting learning outcomes established by the faculty.
- Objective 1.3: Ensure recruitment and admission of a high-quality, diverse student body that is well prepared for college study and representative of the racial/ethnic, gender, and social class diversity of the region.

- Objective 1.4: Increase students' access to a diverse faculty and staff among whom students may find exemplars and mentors.
- Objective 1.5: Increase faculty and student engagement through excellence in instruction, advising, and academic/professional mentorship.
- Objective 1.6: Offer student programming that increases student engagement with the University and meets co-curricular learning outcomes established by Student and Academic Affairs.
- Objective 1.7: Provide a safe and civil environment.
- Objective 1.8: Increase enrollment in a fiscally responsible manner while strengthening academic standards for admission.

Enhancement of Research and Graduate Education: To increase USA's productivity in discovery, research, scholarship, and creative activities and ensure excellence in graduate education.

- Objective 2.1: Increase resources and infrastructure to support faculty research and scholarly activity.
- Objective 2.2: Increase the recognition for excellence of graduate programs.
- Objective 2.3: Increase opportunities for undergraduate and graduate students to participate with faculty in research, discovery, and creative activities.
- Objective 2.4: Provide support for Health System and University partnerships in interdisciplinary collaborative research projects, grants, contracts, and translational research projects.
- Objective 2.5: Increase the number of regional, national, and international collaborations in research, scholarly, and creative activities.
- Objective 2.6: Advance entrepreneurial activities that support the development of new technologies.
- Objective 2.7: Increase the dissemination and impact of research and scholarship produced by USA faculty and postdoctoral fellows on Mobile, nationally and internationally.
- Objective 2.8: Increase faculty participation in making application for and securing external funding.

Global Engagement: To strengthen the connections and collaborations between the University and the larger world by enhancing faculty, staff, and students' international experiences and their understanding of other societies and cultures among faculty, staff, and students.

- Objective 3.1: Increase the diversity of the international student body.
- Objective 3.2: Increase the incorporation of global perspectives into the educational environment.
- Objective 3.3: Increase engagement with international businesses and organizations especially those with a local presence.

Excellence in Health Care: To actively participate in research, to educate healthcare professionals, and to be the region's leader in patients' access to care, outcomes, and satisfaction by providing health care that uses an interprofessional approach, is efficient, and is informed by research and education

- Objective 4.1: Achieve exceptional patient quality and satisfaction for the USA Hospitals, Clinics and the Mitchell Cancer Institute in comparison to peer groups.
- Objective 4.2: Adapt to reimbursement changes based on patient outcomes and value to provide financial stability and a quality teaching environment.
- Objective 4.3: Ensure excellence in the educational outcomes for health professionals.

University-Community Engagement: To define, support, and strategically advance the University of South Alabama's commitment to ongoing, permanent, sustainable, and mutually beneficial partnerships with the communities it serves.

- Objective 5.1: Increase experiential learning opportunities for USA students in the private and public sectors.
- Objective 5.2: Increase strategic engagement of faculty, staff, and students with business, government, non-profit and other organizations directly involved in regional economic, civic, and cultural development.
- Objective 5.3: Increase University outreach to encourage community participation in University-life.

The Campus Facilities Master Plan Committee: Mission and Membership

The mission of the Campus Master Plan Committee is to monitor and periodically update the University's Campus Facilities' Master Plan.

The committee was appointed in March 2016 and completed its work in June 2017. All of the following people were members of the committee during that time:

<i>Name</i>	<i>Title and/or Role</i>
Tony G. Waldrop	President
G. David Johnson	Provost and Senior Vice President, Academic Affairs
G. Scott Weldon	Vice President, Finance and Administration
Joe Busta	Vice President, Development and Alumni Relations (retired)
Chris Cannon	Assistant Vice President, Information Technology
Lynne Chronister	Vice President, Research and Economic Development
Joshua Cogswell	Director, University Development
Angela Coleman	Associate Vice President, Institutional Effectiveness
Joshua Crownover	President, Student Government Association (2016-2017)
Sam Fisher	President, Faculty Senate (2016-2017)
Andi Kent	Dean, College of Education
Mike Mitchell	Vice President, Student Affairs and Dean of Students
Randy Moon	Associate Vice President, Facilities
Ravi Rajendra	President, Student Government Association (2015-2016)
Susan Sansing	Assistant Dean, College of Medicine Finance and Administration
Jimmy Shumock	Trustee
John Smith	Executive Vice President
Troy Stevens	Chair, Physiology and Cell Biology
Carl Thomas	President, Student Government Association (2017-2018)
Kevin West	President, Faculty Senate (2015-2016)
Elizabeth Vandewaa	President, Faculty Senate (2017-2018)

The University Space and Facilities Committee: Charge and Membership

The University Facilities and Space Committee is charged with the allocation and assignment of existing University space assets among divisions and departments subject to availability. The committee makes such allocations based on requests from University administrators along with its assessment of the highest and best use of existing University space.

The Facilities and Space Committee is appointed by the University president and consists of the following individuals:

- Faculty Senate President
- Provost and Senior Vice President for Academic Affairs

Associate Vice President for Facilities Management
Executive Vice President
Vice President for Finance and Administration, (Committee Chair)

The Board of Trustees Long Range Planning Committee: Charge and Membership

The Long-Range Planning Committee shall be responsible for long-range plan recommendations; review of new and existing academic programs; academic planning and organization; mission statement and statements of role and scope; review of planning for new facilities; and other matters which may be referred to it by the President or the Board.

2015-2016 Committee Membership:

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

2016-2017 Committee Membership:

Michael P. Windom, Chair
Chandra Brown Stewart, Vice Chair
Robert D. Jenkins III
Bettye R. Maye
James H. Shumock

Brief overview of assessment and use of data in the planning process.

During the fall 2016 semester, the office of institutional effectiveness conducted focus groups and surveys to gather perception data from faculty, staff, and students about facilities on the University's campus. Eight focus groups were held with at least one group for each of the following constituencies on campus:

- Student Government Association Representatives
- Faculty
- Staff
- Faculty Senate Executive Committee
- Deans' Council
- President's Council

More than 50 people participated across all the groups and responded to three questions:

- 1) What elements from the 2010 Campus Master Plan Program Plan that we didn't complete, should be carried over to the 2017 Campus Master Plan?
- 2) What current needs would you identify for inclusion in the 2017 Campus Master Plan?
- 3) What future needs can you identify that should be included in the 2017 Campus Master Plan?

In addition to identifying current and future needs, participants also prioritized their responses, and information gleaned from the focus groups was used to inform the University-wide surveys.

After the focus groups, three surveys were administered: one for each group of faculty, staff, and students. Survey participants included 353 faculty (33% response rate), 445 staff (45% response rate), and 225 students (6% response rate). Each survey included items asking participants about their perceptions of campus facilities and infrastructure (e.g., availability of Wi-Fi and/or commitment to sustainable practices). Data from both the surveys and the focus groups helped frame early discussions among members of the 2017 Campus Master Plan Committee.

Information about the buildings most in need of repair and/or renovation, student needs for study space, faculty/staff needs for office space, are just a few of the findings from the data collection that the Committee used in its deliberation. Combined with the expertise and knowledge of Committee members, the data confirmed hypotheses about what should be included in the 2017 Campus Master Plan and/or provided fodder for meaningful discussion of needs and/or issues that had not been previously identified. The Program Plan that follows represents the culmination of the Committee's use of data to inform the development of the Master Plan and facilities needs for the next 10 years.

Existing Inventory and Analysis

Physical Location

The University of South Alabama is located in Mobile, Alabama, approximately 140 miles east of New Orleans and 240 miles west of Tallahassee, Florida. With a population of almost 400,000 people, Mobile is the second-largest metropolitan area in Alabama. Due to its unique setting on the western shore of Mobile Bay, with direct access to the Gulf of Mexico and Alabama's inland waterways, Mobile has become a major port city. While trade and shipbuilding have always been mainstays of the local economy, aerospace, petrochemical, and steel manufacturing have become major factors in the growth and development of the area. The expansion of the City has traditionally occurred from east to west, and the University of South Alabama was originally sited to take advantage of this pattern of growth. The main campus is located approximately nine miles west of the central business district on a 1,200 acre site, bounded by Old Shell Road on the south and University Boulevard on the east. The main campus is within close proximity to the Mobile Regional Airport, and the City's major interstate highways: I-65, providing access to the Campus from central and northern Alabama, and I-10, providing access from the Florida panhandle, and the Mississippi gulf coast. The main Campus is bordered primarily by single-family residential neighborhoods; however, a mix of multi-family apartments available for student occupancy and light commercial structures characterize the south, Old Shell Road, boundary. The campus itself is relatively wooded with native pine predominating. The terrain slopes gently to a watershed that bisects the north central portion of the campus. While the eastern and southern sections of the campus are more developed, the northern and western sections are still relatively untouched. The heavily wooded area to the north has been dedicated for use by the Technology and Research Park and the westernmost section, extending to Cody Road, has been reserved for future growth.

Institutional Characteristics

The University of South Alabama has experienced significant growth in the last seven years. Since 2010, the array of academic program choices has grown. In addition to its EdS and MD degrees, the University continues to offer baccalaureate, master's and doctoral degrees to meet the changing needs of today's society, businesses, and student interests:

Degree-level	2010	2017
Bachelor's	49	54
Master's	31	34
Doctoral	8	12

Source: The University of South Alabama Fact Book's 2009-2010 and 2016-2017 Table 4.1

On average, student enrollment also increases each year:

	Total (N)	Enrollment		Average Age (years)	Student Characteristics		
		Undergraduate/Unclassified (N)	Graduate/Professional (N)		In-State (%)	18-21 (%)	Students in residential housing
Fall 2009	14,522	11,408	3,114	23.5	70.7	49.9	1,719
Fall 2016	16,443	11,761	4,682	22.3	64.5	61.1	2,306

Source: *The University of South Alabama Fact Book's 2009-2010 and 2016-2017 Table 3.1*

Further, while many universities have seen declines in enrollment of traditionally-aged students living on campus, South Alabama has seen increases from 1,719 students residing in on-campus housing in 2010 to 2,306 students in 2016: an increase of 34%.

Overall, increases in academic programs, enrollment, and on-campus student residents place added pressure on facilities and infrastructure to meet the growing needs for student life and student activities, faculty, instruction and research labs, and improved technology. The Campus Master Plan Committee is confident the program plan presented here addresses the needs of the campus as currently identified while being flexible enough to allow the University to be nimble enough to change as needed. For more information about the University, please refer to our University Fact Book, which can be found at <http://www.southalabama.edu/departments/institutionalresearch/factbook.html>.

Significant Developments since 2010

General campus developments and improvements since 2010 include main entrance portals, a bell tower and plaza, new buildings, major building renovations, new campus signage, and a new roadway.

Campus entrance portals added to the entrances at USA South Drive, USA North Drive, and Stadium Drive define the entrances to main campus and identify the main roads onto the campus. A new campus identification sign at the corner of University Boulevard and Old Shell Road and the Moulton Bell Tower and Plaza share the same design characteristics as the entrance portals. The Moulton Bell Tower serves as a campus landmark and provides a gathering space for students and the community. A new roadway connecting Health Services Drive to the Technology and Research Park entrance road is open and provides a new entrance to north end of main campus.

The new buildings (see campus map, map 1 and building list) added to main campus have provided new classroom and laboratory space to the campus inventory and provided opportunities for renovating and repurposing existing buildings. New buildings added since 2010 are:

1. Student Recreation Center – provides a state-of-the art exercise and fitness facility that offers a wide array of activities.
2. Dining Facility – centrally located in the Housing area of campus to meet the needs of the student population.
3. Faculty Club – provides a gathering space for faculty, staff and students.

4. Stokes Hall and New Hall (completed 2014) – new residence halls that provide on-campus housing.
5. Glass Arts Building – state-of-the art glass blowing facility.
6. Shelby Hall – new building for College of Engineering and School of Computing.
7. Softball Stadium and Softball Hitting Facility – provide new facilities for the softball team.

Major Building Renovations and other projects since 2010:

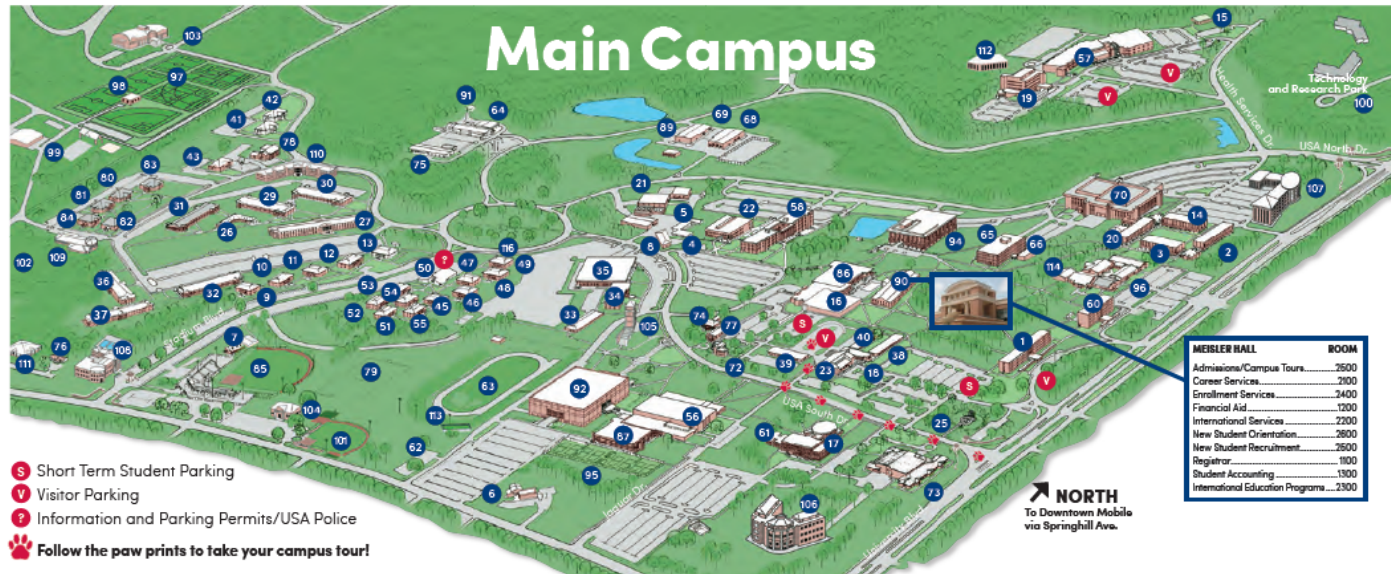
1. Communication Building – provides classrooms, classroom laboratories, and administrative space for Department of Communication
2. Science Laboratory Building – provides new freshman Chemistry laboratories, classrooms, and faculty offices
3. Athletics Annex – provides locker room facilities for the Track Teams and administrative offices for Athletics
4. Development Services Building and Mobile Townhouse – provides administrative space for the Office of Development
5. Innovation in Learning Center – provides classroom and administrative space for the Innovation in Learning Center
6. Educational Services Building – provides administrative and student service space to Student Disability Services, Upward Bound and Educational Talent Search
7. Student Health Center – new home for the Student Health Center in the center of main campus
8. Epsilon I and II – provides updated housing for on-campus students
9. Gamma Halls 5-9: updated bathrooms
10. Beta, Stokes, and New Halls: Replaced HVAC systems
11. Delta 5: replaced sheetrock
12. University Commons – provides classroom, laboratory, clinic and administrative space for Department of Psychology and College of Education
13. Life Sciences Building and Life Sciences Lecture Hall – provides classroom, laboratory, and administrative space for Departments of Biology, Earth Sciences, and Marine Biology
14. The Doy Leale McCall Rare Book and Manuscript Library – located within the Marx Library, the McCall Library provides a new home for the relocated USA Archives.
15. Student Center renovation
16. Academic Services Center renovation
17. Completed Aubrey Green Road extension between main campus and the Technology and Research Park
- 18.

Projects under Construction:

1. Indoor Practice Facility – provides indoor practice and gathering space
2. New Residence Hall (completed fall 2018) – provides on-campus housing
3. New substation – a new electrical sub-station to provide resources to the west side of campus and as a redundant power source.
4. New parking lot on Aubrey Green Road to include faculty, staff, and student parking

Land Use Zones

The University of South Alabama has identified a number of campus zones (see map 1) based on principal use of the buildings within those designated areas. The zones include Academic, Administration/Student Services, Athletic, Student Housing, Recreation, Facilities Management, and Research Park. Since 2010, the University largely has maintained coherence within its zones even as building use has changed over the years.



- S Short Term Student Parking
- V Visitor Parking
- P Information and Parking Permits/USA Police
- 🐾 Follow the paw prints to take your campus tour!

ALPHABETICAL LISTING OF FACILITIES

Academic Services Center.....87	Dining Facility.....109
Alpha Gamma Delta Sorority House.....80	Education and Outreach Building.....19
Alpha Hall East.....2	Educational Services Building.....40
Alpha Hall South.....3	Epilon Residence Hall 1.....36
Alpha Omicron Pi Sorority House.....81	Epilon Residence Hall 2.....37
Alumni Hall.....74	F.P. Whiddon Administration Building.....1
Archaeology Building.....8	Faculty Club.....111
Archaeology Lab 1.....4	Football Fieldhouse.....103
Archaeology Lab 2.....5	Gamma Residence Hall 5.....46
Athletics Annex.....33	Gamma Residence Hall 6.....47
Baptist Student Center.....6	Gamma Residence Hall 7.....48
Band Practice Field Pavilion.....113	Gamma Residence Hall 8.....48
Baseball Field House.....7	Gamma Residence Hall 9.....49
Beta Apartment Residence Hall 1.....9	Gamma Residence Hall 0.....51
Beta Apartment Residence Hall 2.....10	Gamma Residence Hall 1.....52
Beta Apartment Residence Hall 3.....11	Gamma Residence Hall 2.....53
Beta Apartment Residence Hall 4.....12	Gamma Residence Hall 3.....54
Beta Apartment Residence Hall 5.....13	Gamma Residence Hall 4.....55
Bookstore.....16	Glass Arts Building.....114
Central Services Admin Building.....20	Grounds.....76
Central Utilities Plant.....21	Health, Kinesiology and Sport Building.....58
Charles M. Baugh Biomedical Library.....14	Health Sciences Building.....107
Chemistry Building.....22	Humanities Building.....58
Chi Omega Sorority House.....82	Innovation in Learning Center.....58
Communication Building.....34	Intramural Field House.....98
Computer Services Center.....23	Intramural Fields.....97
Construction Svcs & Facilities Stockroom.....69	Jaguar Track.....63
Delta Commons.....26	Kappa Alpha Fraternity House.....42
Delta Residence Hall 3.....29	Kappa Delta Sorority House.....63
Delta Residence Hall 4.....30	Kappa Sigma Chapter Room.....116
Delta Residence Hall 5.....31	Laboratory of Infectious Diseases.....112
Delta Residence Hall 6.....32	Laidlaw Performing Arts Center.....73
Development and Services Building.....18	Life Sciences Building.....66

Life Sciences Lecture Hall.....66	Stanky Field.....85
Maintenance Garage.....68	Stokes Hall.....110
Marching Band Drill Field.....82	Student Center.....86
Marx Library.....94	Student Health Center.....39
Mathematical Sciences and Physics Building.....60	Student Recreation Center.....108
Medical Sciences Building.....70	Technology and Research Park.....100
Mezler Hall.....90	Technology and Research Park, Bldg III.....57
Mitchell Center.....92	Telecommunications Building.....89
Mitchell College of Business.....17	The Grove.....102
Moulton Tower and Alumni Plaza.....106	Tholos of Delphi Replica.....26
New Hall.....27	Transportation Services.....99
Outdoor Recreation.....76	Treatment Storage & Disposal.....91
Phi Mu Sorority House.....84	University Commons.....93
Pi Kappa Alpha Fraternity House.....41	USA Mail Hub.....116
Pi Kappa Phi Fraternity House.....43	USA Police/Beta-Gamma Commons.....60
Property Inventory Warehouse.....64	USA/BMA Dialysis Center.....16
Science Laboratory Building.....36	Varsity Tennis Courts.....96
Seaman's Bethel Theatre/Honors College.....77	Visual Arts Complex.....96
Shelby Hall.....106	
Sigma Chi Fraternity House.....79	
Soccer Fields.....79	
Softball Field.....101	
Softball/Soccer Fieldhouse.....104	

MESLER HALL	ROOM
Admissions/Campus Tours.....	2600
Career Services.....	2100
Enrollment Services.....	2400
Financial Aid.....	1300
International Services.....	2200
New Student Orientation.....	2800
New Student Recruitment.....	2600
Registrar.....	1000
Student Accounting.....	1300
International Education Programs.....	2300

COLLEGES AND SCHOOLS

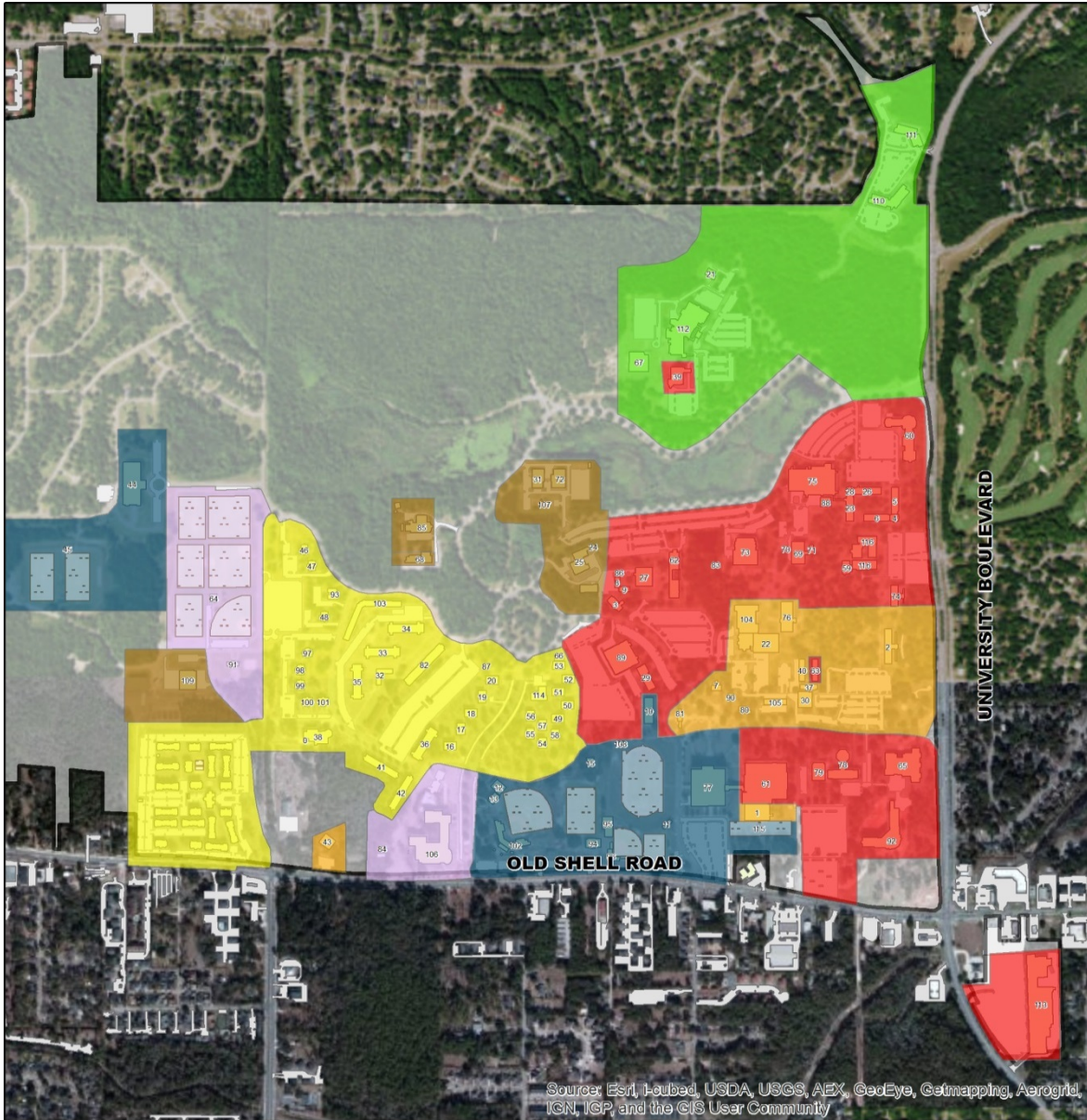
Pat Coppas Coway College of Allied Health Professions.....107	
(261) 445-9260 3028 Health Sciences Building	
College of Arts and Sciences.....58	
(261) 460-6282 118 Humanities Building	
Mitchell College of Business.....17	
(261) 460-6419 103 Mitchell College of Business	
College of Education and Professional Studies.....93	
(261) 380-2738 3600 University Commons	
College of Engineering.....106	
(261) 460-6410 2114 Shelby Hall	
College of Medicine.....20	
(261) 344-3030 6796 USA Drive North	
College of Nursing.....107	
(261) 445-9400 3082 Health Sciences Building	
Graduate School.....1	
(261) 460-6310 301 F. P. Whiddon Administration Building	
Honors College.....77	
(261) 461-1637 Seaman's Bethel Theatre	
School of Computing.....106	
(261) 460-6390 2101 Shelby Hall	

NUMERICAL LISTING OF FACILITIES

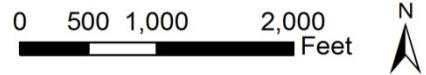
1.....F.P. Whiddon Administration Building	80.....Mathematical Sciences and Physics Bldg.
2.....Alpha Hall East	61.....Mitchell Learning Resource Center
3.....Alpha Hall South	62.....Marching Band Drill Field
4.....Archaeology Lab 2	63.....Jaguar Track
5.....Archaeology Lab 1	64.....Property Inventory Warehouse
6.....Baptist Student Center	65.....Life Sciences Building
7.....Baseball Field House	66.....Life Sciences Lecture Hall
8.....Archaeology Building	68.....Maintenance Garage
9.....Beta Apartment Residence Hall 1	69.....Construction Svcs & Facilities Stockroom
10.....Beta Apartment Residence Hall 2	70.....Medical Sciences Building
11.....Beta Apartment Residence Hall 3	72.....Mobile Townhouse
12.....Beta Apartment Residence Hall 4	73.....Laidlaw Performing Arts Center
13.....Beta Apartment Residence Hall 5	74.....Alumni Hall
14.....Charles M. Baugh Biomedical Library	75.....Grounds
16.....USA/BMA Dialysis Center	76.....Bookstore
17.....Mitchell College of Business	77.....Seaman's Bethel Theatre/Honors College
18.....Development and Services Building	78.....Sigma Chi Fraternity House
19.....Education and Outreach Building	79.....Soccer Fields
20.....Central Services Admin Building	80.....Alpha Gamma Delta Sorority House
21.....Central Utilities Plant	81.....Alpha Omicron Pi Sorority House
22.....Chemistry Building	82.....Chi Omega Sorority House
23.....Computer Services Center	83.....Kappa Delta Sorority House
25.....Tholos of Delphi Replica	84.....Phi Mu Sorority House
26.....Delta Commons	85.....Stanky Field
27.....New Hall	86.....Student Center
29.....Delta Residence Hall 3	87.....Academic Services Center
30.....Delta Residence Hall 4	88.....Telecommunications Building
31.....Delta Residence Hall 5	89.....Mezler Hall
32.....Delta Residence Hall 6	90.....Treatment Storage & Disposal
33.....Athletics Annex	92.....Mitchell Center
34.....Communication Building	93.....University Commons
35.....Science Laboratory Building	94.....Marx Library
36.....Epilon Residence Hall 1	95.....Shelby Hall
37.....Epilon Residence Hall 2	96.....Visual Arts Complex
38.....Innovation in Learning Center	97.....Intramural Fields
39.....Student Health Center	98.....Intramural Field House
40.....Educational Services Building	99.....Transportation Services
41.....Pi Kappa Alpha Fraternity House	100.....Technology and Research Park
42.....Kappa Alpha Fraternity House	101.....Softball Field
43.....Pi Kappa Phi Fraternity House	102.....The Grove
44.....Gamma Residence Hall 5	103.....Football Fieldhouse
45.....Gamma Residence Hall 6	104.....Softball/Soccer Fieldhouse
46.....Gamma Residence Hall 7	105.....Moulton Tower and Alumni Plaza
47.....Gamma Residence Hall 8	106.....Stokes Hall
48.....Gamma Residence Hall 9	107.....Health Sciences Building
49.....Gamma Residence Hall 0	108.....Student Recreation Center
50.....USA Police/Beta-Gamma Commons	109.....Dining Facility
51.....Gamma Residence Hall 1	110.....Stokes Hall
52.....Gamma Residence Hall 2	111.....Faculty Club
53.....Gamma Residence Hall 3	112.....Laboratory of Infectious Diseases
54.....Gamma Residence Hall 4	113.....Band Practice Field Pavilion
55.....Gamma Residence Hall 5	114.....Glass Arts Building
56.....Gamma Residence Hall 6	115.....USA Mail Hub
57.....Gamma Residence Hall 7	116.....Kappa Sigma Chapter Room

- Main Number (261) 460-6101**
- Admissions (261) 460-6141 or (800) USA-JAGS**
- Alumni (261) 460-7084**
- Athletics (261) 460-7035**
- Financial Aid (800) 305-6828**
- Marketing and Communications (261) 460-6211**

Map 1: Land Use Zones and Building locations



Existing Campus Buildign/Zone Plan



Legend			
■ Academic	■ Athletic	■ Recreation	■ Research Park
■ Administration/Student Services	■ Student Housing	■ Facilities Management	

Building List

#	BUILDING NAME	YEAR	TOTAL	USE	#	BUILDING NAME	YEAR	TOTAL	USE
		CONST	G&F				CONST	G&F	
1	Academic Services Center	1982	47,810	E/G	81	Health, Kinology and Sport	1988	107,000	E/G
2	Administration Bldg.	1984	83,818	AUX	82	Humanities Building	1974	82,840	E/G
3	Alfred S. Luille Delchamps Arch. Building	2008	10,400	E/G	83	Innovation in Learning Center	1988	8,680	E/G
4	Alpha East Extension	1988	3,382	E/G	84	Intramural Field House	2003	3,018	AUX
5	Alpha Hall East	1987	37,832	E/G	85	John M. Laidlaw Performing Arts Center	1988	62,448	E/G
6	Alpha Hall South	1987	33,144	E/G	86	Kappa Sigma Chapter Room	2018	2,100	AUX
7	Alumni Hall	1977	8,172	E/G	87	Laboratory of Infectious Diseases	2012	28,860	E/G
8	Archaeology Lab One	1988	2,822	E/G	88	Landscaping, Grounds	1981	11,984	E/G
9	Archaeology Lab Two	1988	2,687	E/G	88	Life Sciences Building	1970	78,801	E/G
10	Athletic Annex	1988	12,688	E/G	70	Life Sciences Greenhouse	1980	330	E/G
11	Band Practice Field Pavilion	2008	1,200	E/G	71	Life Sciences Lecture Hall	1970	2,821	E/G
12	Baseball Batting Cage Facility	2001	8,161	E/G	72	Maintenance Garage	1982	20,887	E/G
13	Baseball Field House	1988	4,803	E/G	73	Marx Library	1988	138,776	E/G
14	Baseball Ticket Booths	1979	124	E/G	74	Mathematical Sciences and Physics	1988	60,074	E/G
15	Baseball Field Storage Building	2018	1,800	E/G	75	Medical Sciences Building	1974	243,130	E/G
16	Beta Residence Hall 1	1979	12,184	AUX	76	Melcier Hall	2008	48,880	E/G
17	Beta Residence Hall 2	1979	12,184	AUX	77	Mitchell Center	1988	208,300	E/G-AUX
18	Beta Residence Hall 3	1979	12,184	AUX	78	Mitchell College of Business	1988	68,837	E/G
19	Beta Residence Hall 4	1979	12,184	AUX	79	Mitchell Learning Resource Center	2008	16,186	E/G
20	Beta Residence Hall 5	1979	12,184	AUX	80	Mobile Townhouse	1988	6,722	E/G
21	BMA Dialysis Center	1984	3,770	Other	81	Moulton Bell Tower	2010	8,680	E/G
22	Bookstore	1970	24,810	AUX	82	New Hall	2013	81,838	AUX
23	Central Services Administration Building	1987	34,132	E/G	83	Node 1 Building	1986	604	E/G
24	Central Utilities Management Office	1987	678	E/G	84	Outdoor Recreation	1984	872	E/G
25	Central Utilities Plant	1987	18,012	E/G	85	Property Inventory Warehouse	1978	16,048	E/G
26	Charles M. Baugh Biomedical Library	1987	33,666	E/G	88	Property Storage	1988	1,660	E/G
27	Chemistry Building	1984	32,428	E/G	87	Pumphouse	1979	678	E/G
28	College of Medicine Active Learning Center	1987	3,778	E/G	88	Satellite Utilities Plant	2008	6,426	E/G
29	Communication Building	1978	28,480	E/G	89	Science Laboratory Building	1978	63,008	E/G
30	Computer Services Center	1984	20,887	E/G	90	Seaman's Bethel	1970	6,001	E/G
31	Construction Services & Facilities Warehouse	1986	14,742	E/G	91	SGA Pavilion	2006	N/A	E/G
32	Delta Commons	1988	7,881	AUX	92	Shelby Hall	2012	184,287	E/G
33	Delta Residence Hall 3	1983	38,480	AUX	93	Sigma Chi Fraternity House	1988	8,841	AUX
34	Delta Residence Hall 4	1983	38,480	AUX	94	Soccer/Softball Field House	2008	7,787	E/G
35	Delta Residence Hall 5	1983	37,898	AUX	95	Softball Hitting Facility	2013	12,880	E/G
36	Delta Residence Hall 6	1988	37,898	AUX	96	Softball Stadium	2013	8,000	E/G
37	Development and Services Building	1988	11,888	E/G	97	Sorority House	1988	9,274	AUX
38	Dining Facility	2010	23,848	AUX	98	Sorority House	1988	9,274	AUX
39	Education and Outreach Building	1980	68,870	E/G	99	Sorority House	1988	9,274	AUX
40	Educational Services Building	1988	8,331	E/G	100	Sorority House	1988	9,274	AUX
41	Epsilon Residence Hall 1	1982	33,482	AUX	101	Sorority House	1988	9,274	AUX
42	Epsilon Residence Hall 2	1983	33,482	AUX	102	Stanky Field Stadium	1979	21,080	E/G
43	Faculty Club	2011	6,160	AUX	103	Stokes Hall	2011	107,882	AUX
44	Football Field House	2008	40,118	E/G	104	Student Center	1971	88,188	E/G-AUX
45	Football Storage Building	2010	470	E/G	106	Student Health Center	1988	8,288	E/G
46	Fraternity House	1988	9,032	AUX	108	Student Recreation Center	2010	118,000	E/G
47	Fraternity House	1988	9,032	AUX	107	Telecommunications Building	1988	2,618	E/G
48	Fraternity House	1988	9,032	AUX	108	Track Storage Building	1978	1,688	E/G
49	Gamma Apartments 5	1977	12,176	AUX	109	Transportation Services Building	2004	20,488	E/G
50	Gamma Apartments 6	1977	12,176	AUX	110	TRP I	2003	78,000	RTP
51	Gamma Apartments 7	1977	12,176	AUX	111	TRP II	2006	36,164	RTP
52	Gamma Apartments 8	1977	12,176	AUX	112	TRP III	1981	136,742	RTP
53	Gamma Apartments 9	1977	12,176	AUX	113	University Commons	1973	127,108	E/G
54	Gamma Dorm 0	1978	10,488	AUX	114	University Police Building	1977	8,876	E/G
55	Gamma Dorm 1	1978	10,488	AUX	116	Varsity Tennis Courts	1978	68,680	E/G
56	Gamma Dorm 2	1978	10,488	AUX	118	Visual Arts Complex	1982	36,822	E/G
57	Gamma Dorm 3	1978	10,488	AUX					
58	Gamma Dorm 4	1978	10,488	AUX					
59	Glass Arts Building	2011	6,000	E/G					
60	Health Sciences Building	2008	188,000	E/G					

2017-2027 Program Plan

Several guiding principles were identified by the campus community and Campus Master Plan Committee. They are foundational to the future development of our physical facilities and infrastructure and will be used to guide and inform future capital projects.

- Automated External Defibrillators (AED): The number and placement of AED's should be considered when new buildings are built or renovated.
- Disability Access: In addition to being ADA compliant, the needs of persons with disabilities should be assessed and considered in general campus planning such as where to place buildings (e.g., inclines) and access to services (e.g., as much as possible group together buildings that house similar services).
- Instructional Space: Learning/classroom spaces designed and furnished for active learning: Current best practices and campus-based needs for active learning should be assessed and recommendations provided in the development of learning and classroom spaces.
- Lab Space: Consideration of improvements to lab space as part of building renovation and replacement, where applicable (e.g., LSCB and MSB): Current best practices and campus-based needs for research labs in the various disciplines should be assessed and recommendations provided to ensure the development of lab space in buildings that is appropriate in both size and equipment.
- Office space: The growth of faculty and staff along with student enrollment should be considered in the size of the facility and the amount of space dedicated to offices and administrative functions.
- Research Space: Growth in the number of graduate and professional programs combined with recent advances with technology in nearly all disciplines, the amount and quality of research space must be a factor in the development of new space.
- Storage space: Many administrative and student support units currently lease off-campus storage space. With respect to reducing costs and providing ease of access, the need for storage should be assessed explicitly and recommendations made for the consideration of storage space in the planning process.
- Study Space: As the student body and catalog of academic programs grows, the need for student study space must be assessed and considered in determining the amount of study space available to students.
- Sustainability: While LEED's certification may not be obtained, physical facilities should be renovated and/or built to LEED's standards with a specific focus on single use bathrooms with showers.
- Work/Life Balance: University growth and advancement also require consideration of quality of life for employees and students. Space needs for activities such as lactation, worship, and fitness should be considered.

Program Plan

The 2017-2027 Program Plan provides the University's leadership guidance, direction, and prioritization for capital projects. The following list includes potential future building and/or renovation projects identified as high need by the campus community.

Buildings/Projects (alphabetical order) (see Table 1 for detailed descriptions)

1. Alumni Center*
2. Alpha Complex Renovation or Replacement
3. Central Services Administration Building (College of Medicine)
4. Conference Center and Hotel
5. Covered Practice Facility*
6. Delta Hall Complex Completion

7. Downtown Expansion
8. Football Stadium
9. Humanities Renovation or Replacement
10. Interdisciplinary Science Building:
11. Library Renovation/Commons
12. Life Sciences Building Renovation or Replacement
13. Lung Biology Building
14. Math Emporium
15. Medical Sciences Building Renovation or Replacement
16. Multipurpose Classroom Building
17. New Residence Hall (fall 2018)*
18. Performing Arts Building
19. Simulation Lab
20. Student Center expansion
21. Testing Center
22. University Auditorium
23. University Commons Relocation

**denotes buildings already approved*

Table 1: Program Plan—Building descriptions

Building/Project	Function/Use	Audience	Secondary Use and Audience
Alumni Center	The main administrative office for the Office of Alumni Relations and center of activity for University alumni and donors. This includes administrative offices, large and small meeting spaces, and equipment storage in support of all alumni and university events.	University alumni, students and families, faculty and staff	Student and community organizations for social and/or educational events
Alpha Complex Renovation/Replacement	As a group, the buildings in the Alpha Complex are among the top five buildings most in need of renovation with regard to infrastructure and aesthetic repairs. The Alpha Complex is inclusive of Alpha Hall South, Alpha Hall East, the Biomedical Library and the College of Medicine.	Current units housed in the Alpha Complex include: ROTC, Biomedical Library, College of Medicine Administration offices, English Language Center, USA Global administrative offices, and some academic programs	
Central Services Administration Building / College of Medicine	Included above	College of Medicine Administration and related departments/centers	

Table 1 continued

Building/Project	Function/Use	Audience	Secondary Use and Audience
Conference Center and Hotel	Whether University-sponsored or a public-private partnership, the conference center and hotel will support the general growth of University facilities and the ability to host large numbers of out-of-town guests that many USA units bring to campus. Also, the conference center and hotel would provide collaborative spaces and meeting rooms that support internal events and enhance the University's ability to host larger conferences. Last, the conference center and hotel could provide applied experiences for students in related majors (e.g., HTM).	Out-of-town guests and Hospitality and Tourism students	
Covered Practice Facility	Alternate practice location for athletics teams during inclement weather	Jaguar athletics teams, coaches and staff	University and community organizations for special events
Delta Residence Hall Complex Completion	Ultimately, complete the demolition of the old Delta Halls and replace with modern residence halls that meet students' needs for housing, as well as dining, studying, and collaboration	Residential students	Housing and student affairs units that may provide programming in these dormitories
Downtown Expansion	To provide studio, instructional, meeting and commercial space for the Masters of Fine Arts Program, MBA program, and continuing education courses in Hospitality Tourism Management	Students, faculty, and staff engaged in instruction and study of the fine arts	Art patrons and others interested in purchasing student-produced artwork

Table 1 continued

Building/Project	Function/Use	Audience	Secondary Use and Audience
Football Stadium	To support growth and advancement of the University's football program	USA football, students, faculty, staff, and community at-large	Other athletics
Humanities Renovation or Replacement	The Humanities Building was identified among the top five buildings most in need of renovation with regard to infrastructure and aesthetic repairs. Further, it was consistently identified as a building needing renovation for disability access. Significant need for additional faculty and administrative office space could also be addressed in conjunction with the construction of an additional building.	Arts and Sciences administration, academic department faculty and staff in the humanities and social sciences, and related research centers	
Interdisciplinary Science Building	Support the advancement of research, extramural funding, and student instruction in the physical and life sciences and related majors. In addition to providing for quality research and lab space, the building should focus on enabling opportunities for interdisciplinary collaboration and providing students with modern technology in the classroom and additional study spaces.	Students, faculty, and staff engaged in instruction, study, and/or research in the physical and life sciences	
Library Renovation/Library Commons	To expand opportunities for student engagement in the library including study space	Students, library administration	

Table 1 continued

Building/Project	Function/Use	Audience	Secondary Use and Audience
Life Sciences Building Renovation or Replacement	The Life Sciences Building was identified among the top five buildings most in need of renovation with regard to infrastructure and aesthetic repairs.	Faculty, staff, and students engaged in instruction and study in the Life Sciences Building	
Lung Biology Building	The Center for Lung Biology (CLB) research and patient care facility will: (1) consolidate faculty from the basic and clinical sciences into contiguous office, laboratory and educational space; (2) provide continuity among our basic, pre-clinical and clinical research programs; and, (3) optimize inter-disciplinary graduate and medical education in the pulmonary sciences.	Faculty, staff, and students, and patients	
Math Emporium	To provide instructional and testing space for Department of Mathematical Sciences students and faculty.	Students, faculty and staff engaged in instruction and study in the Department of Mathematical Sciences	
Medical Sciences Building Renovation or Replacement	The Medical Sciences Building was identified among the top five buildings most in need of renovation with regard to infrastructure and aesthetic repairs. Further, it was consistently identified as a building needing renovation for disability access.	Faculty, staff, and students engaged in instruction and study in the Medical Sciences Building	
Multipurpose Classroom Building	To support growth and expansion for instructional space that serves active learning, use of technology in the classroom, and other advancements in instructional pedagogy.	All academic units	

Table 1 continued

Building/Project	Function/Use	Audience	Secondary Use and Audience
Performing Arts Building	Support the growth of the University's departments of music and theatre and dance. Music programs have expanded since establishing a marching band; practice space is sparse, and seating in Laidlaw's auditoriums often does not meet the demand for ticket sales. This building also could meet the need to provide dedicated performing arts space for student use.	Performing arts disciplines including the departments of Music and Theatre and Dance; community members and patrons of musical and theatrical performances.	
Simulation Laboratory Building	To provide instructional, laboratory, and meeting space for the health sciences students and faculty.	Students, faculty and staff engaged in instruction and study in health sciences degree programs	Community organizations and businesses
Student Center expansion	To support the expansion of campus life and the space needs of student organizations, student study space, and office and storage space for student affairs	Student organizations, students, student affairs administration	
Testing Center	To provide capacity for testing accommodations, proctored tests, and meeting other campus testing and instructional needs. The testing center could be large and modern enough to allow for USA to host other types of admissions and/or licensure testing for the region.	Campus students as well as other students/ individuals interested and /or required to partake in a standardized test in a testing environment	

Table 1 continued

Building/Project	Function/Use	Audience	Secondary Use and Audience
University Auditorium	Provide a general space on campus that would serve 1,500 people or more and provide a space larger than the ballroom but smaller than the Mitchel Center. It could be attached to or easily accessible from/to the student center and could be used as academic/classroom space, and/or to stage performances and host large events. It should be modular and have the capacity to meet multiple needs at the same time.	University community and general community	
University Commons Relocation	Relocate the College of Education and Professional Studies to Main Campus	Faculty, staff, and students in the College of Education and Professional Studies.	

Parking, Transportation, and Circulation

Transportation and Parking (see map 2)

The zoned parking system currently in place on main campus is working well. Since 2010, the University added additional parking spaces to the parking space inventory. These additional spaces, in conjunction with the JagTran system, maintain an acceptable level of parking availability for students, faculty, and staff.

Enhancements since 2010:

1. By evaluating the JagTran system on an annual basis, management can use feedback to make route adjustments and improve service. Implementation of the new JagTran Tracker app is an improvement that shows waiting passengers the location of the next bus and approximate wait time.
2. Facilities Management, in conjunction with the SGA and the Vanguard, presented proposed route changes for evaluation and approval. These newly implemented route changes improved traffic flow and reduced wait time.
3. By expanding the parking lot behind the fraternity houses, the University gained 128 additional parking spaces.
4. A new parking lot located on Health Services Drive and the Aubrey Green Road extension will add an additional 250 parking spaces and new sidewalks facilitate pedestrian traffic between the Aubrey Green Road parking lot and the main campus.

Future Projects:

1. New parking lots planned for the west side of main campus will support additional parking requirements.
2. Consider installation of traffic circle at the intersection of North Drive and Health Services Drive.

Campus Circulation (see maps 3 and 4)

The University conducts an annual circulation evaluation to assure the students can move around campus freely and safely. Annual sidewalk inspections identify trip hazards and areas where additional sidewalks would improve circulation. The maintenance and grounds departments make repairs to correct any deficiencies. This includes evaluation for ADA compliance.

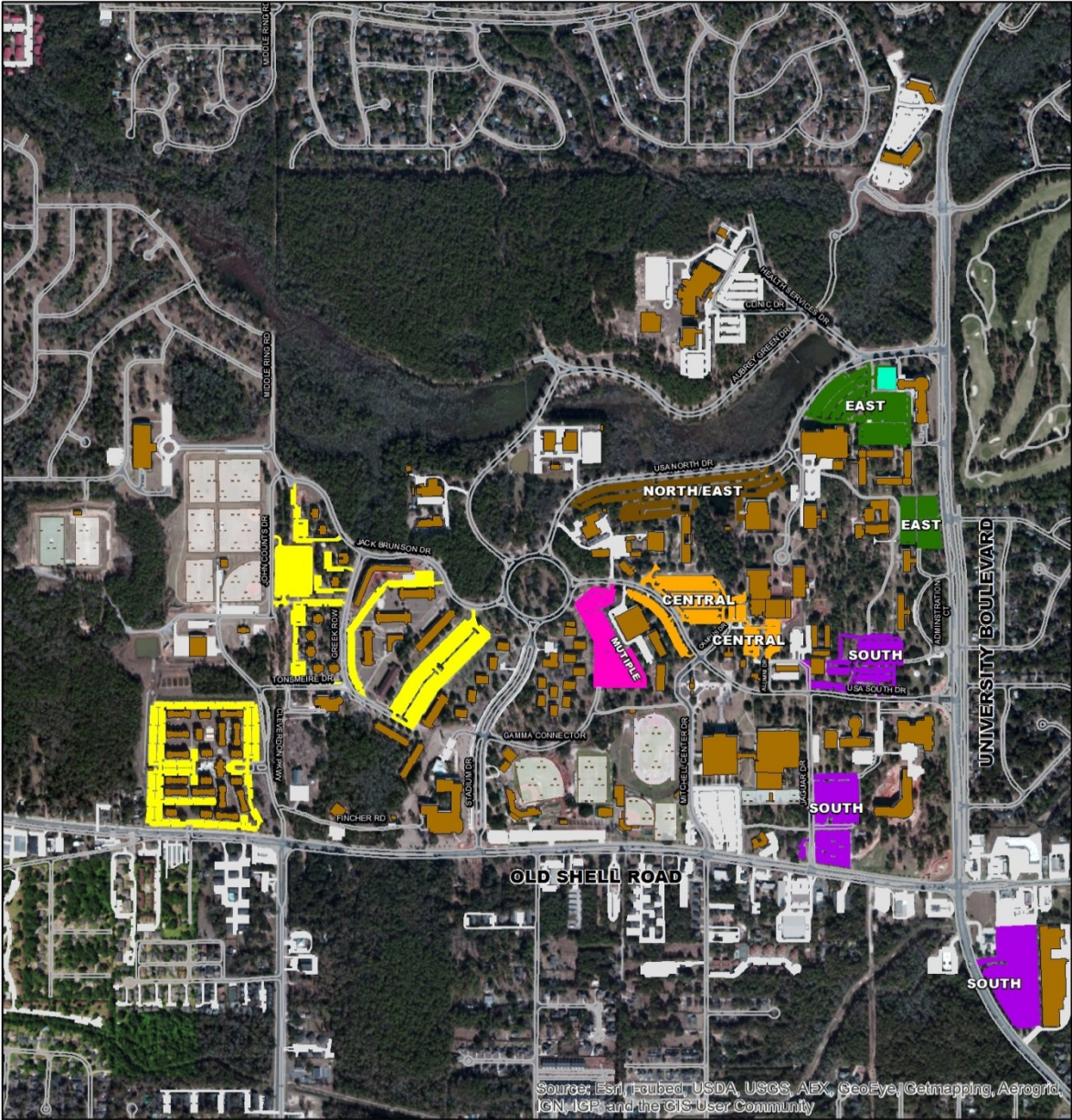
Enhancements since 2010:

1. The Stadium Drive controlled access crosswalk allows students walking from the housing area to cross safely.
2. Several crosswalk evaluations resulted in upgraded crosswalks that meet ADA regulations.
3. Crosswalks on South Drive and other locations on campus have a new design that promotes the Jaguar mascot.

Future Projects:

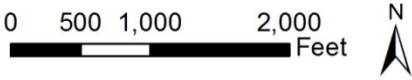
1. By fall semester 2017, installation of a new controlled access crosswalk on South Drive at the Humanities parking lot will be complete.

Map 2: Campus Zone Parking Plan



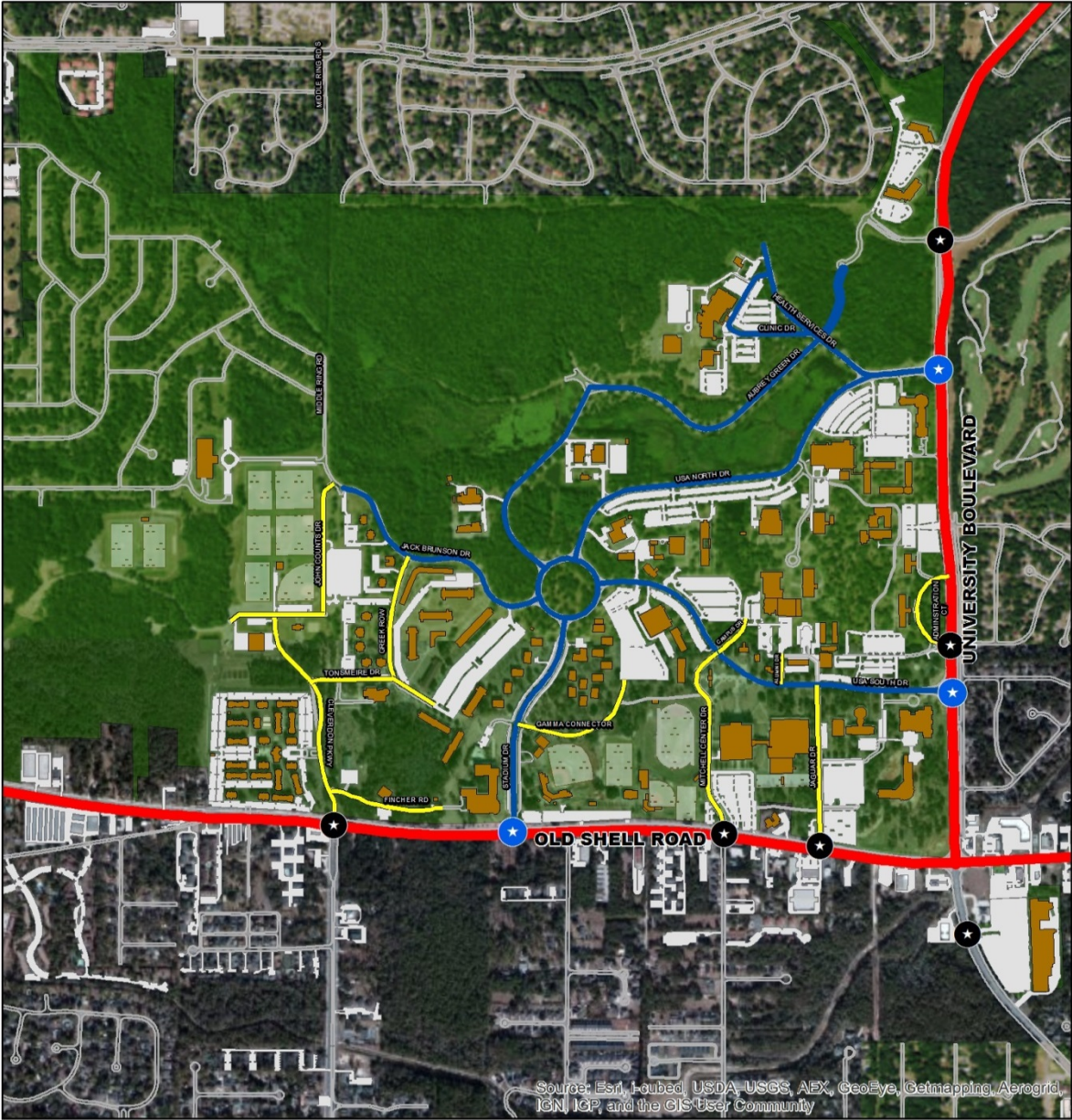
Source: Esri, Fugro, USDA, USGS, AEX, GeoEye, Getmapping, Aerogrid, IGN, IGP, and the GIS User Community

Existing Campus Zone Parking Plan



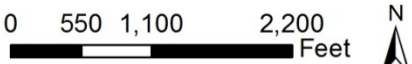
Legend	
■	Central
■	East
■	North/East
■	South
■	Central, Gamma, South
■	Residential
■	Other Parking
■	Future Building

Map 3: Campus Circulation Plan



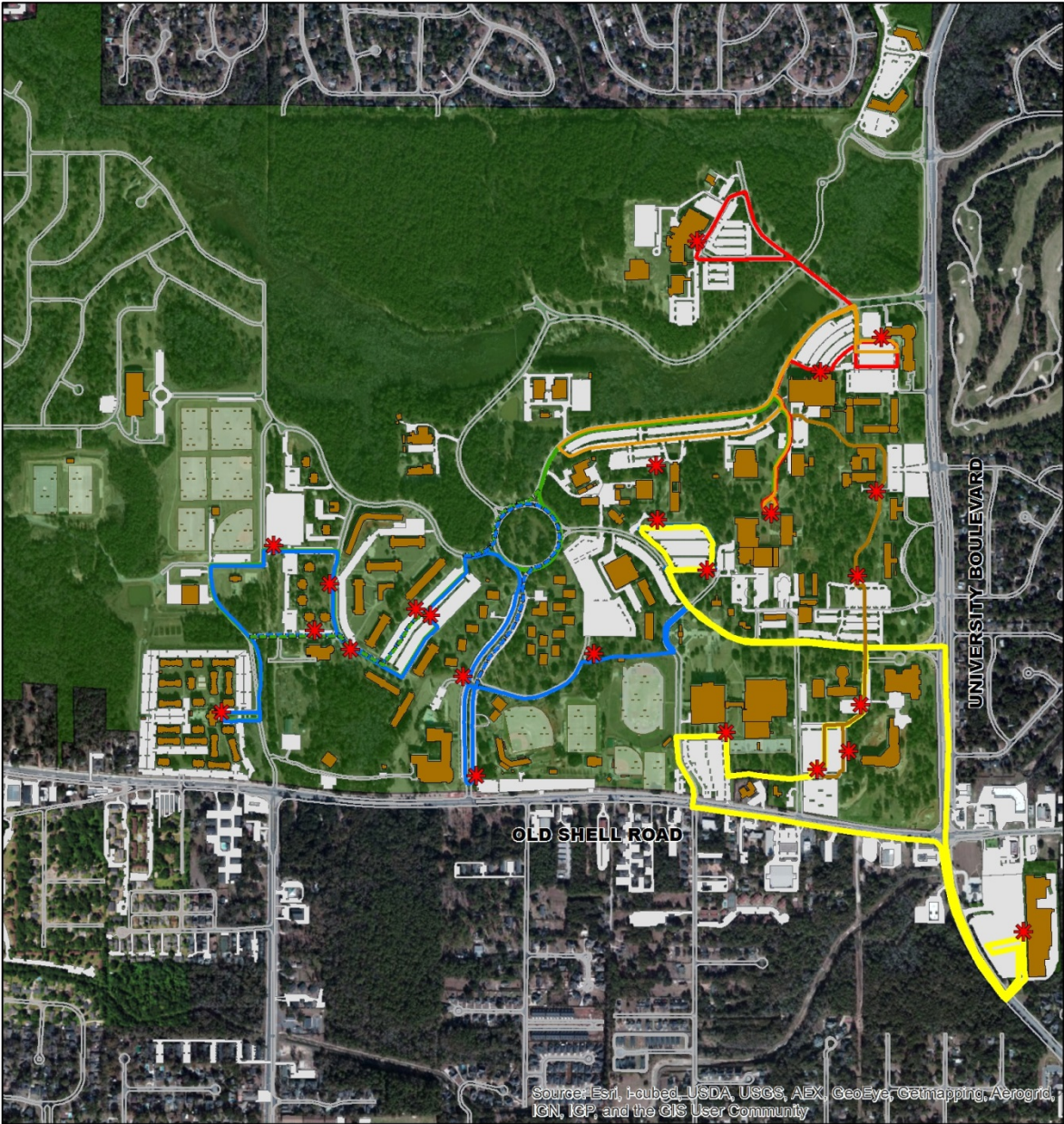
Source: Esri, DeLorme, USDA, USGS, AEX, GeoEye, Getmapping, Aerogrid, IGN, IGP, and the GIS User Community

Existing Campus Circulation Plan

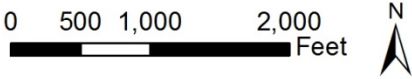


Legend	
—	Public Street
—	Primary Campus Street
—	Secondary Campus Street
★	Campus Portal Entry Point
★	Primary Entry Point
●	Additional Entry Point

Map 4: Campus Transit Route Plan



Existing Campus Transit Route Plan



Legend	
	Jagran Stop
ROUTE	
	Blue
	Blue Return
	Green
	Green Return
	ORANGE
	RED
	Tan
	Yellow

Main Campus Infrastructure

Utility Systems

Since 2010, enhancements and improvements to the Main Campus utility systems include:

1. Replacement of the Central Plant cooling towers
2. Addition of a 2,500 ton chiller at Central Plant
3. Chiller 3 rebuild
4. Control upgrades at satellite plant
5. Completion of variable speed pumping project
6. Mitchell Center storm water piping replacement
7. Replacement of five major air handlers
8. Upgrades at the main campus substation

2015 Utility Infrastructure Upgrade and Improvement Plan

During 2014-2015, the University of South Alabama (USA) Facilities Management staff led a master plan process to provide guidance for improvements to the utility systems on the USA main campus. The improvements identified are necessary to appropriately serve both the existing USA facilities and support anticipated expansion of programs on campus. The utility systems included in this planning effort are:

- Electric power distribution system
- Communication system
- Chilled & hot water systems
- Sanitary sewer system
- Storm drainage system
- Potable water system
- Natural gas system

As part of the June 4, 2014, Board of Trustees meeting, the Board toured the Central Utilities Plant and viewed a presentation outlining the state of the main campus utility systems. During this Board of Trustees meeting the Board granted approval for a comprehensive study of the campus utility systems and for a plan of action to be developed (link 1). After the completion of this study, the Facilities Management team developed the plan of action. Presentation of the plan to the Board of Trustees was made on September 4, 2015. At this meeting, the Board of Trustees approved the Implementation of the Infrastructure Upgrade and Improvement Plan (links 2 & 3). This is a comprehensive plan that will provide a main campus infrastructure system to meet the future needs of the University. The plan was funded "...through a combination of approximately \$5 million in budgeted funds over the four-year period plus up to \$20 million in bonded indebtedness, which would be offered for the Board's consideration..." (from the minutes of the September 2015 Budget and Finance Committee meeting). A Plan Summary is available to view at (link 4).

1. Approved University Infrastructure Study
 - <http://www.southalabama.edu/departments/trustees/agendas/2014/060614binder.pdf#page=179>
2. Approval of the Implementation of the Infrastructure Upgrade and Improvement Project
 - <http://www.southalabama.edu/departments/trustees/agendas/2015/090415binder.pdf#page=86>
3. Minutes stating approval of the Implementation of the Infrastructure Upgrade and Improvement Project
 - <http://southalabama.edu/departments/trustees/agendas/2015/120415binder.pdf#page=301>

4. Infrastructure Summary Plan

- <http://www.southalabama.edu/departments/presidentsoffice/masterplan/resources/utilities-summary-report-2016-12-15.pdf>

Open Space/Grounds and Landscaping

Open Space (see map 5)

Open spaces on the main campus consist primarily of informal open spaces that developed as the buildings and parking lots were added. Formal open spaces developed as gathering spaces for students and as event spaces for the University and the surrounding community. These include the Student Center courtyard and the plaza surrounding the Moulton Bell Tower. The Sebastian Nature Trail adds another aspect to the open spaces of the campus. This is a fully developed nature trail on the north end of campus.

Enhancements since 2010:

1. Formalized and enhanced the Sebastian Nature Trail

Future Projects:

1. Ongoing efforts to maximize open space development

Grounds and Landscaping

Campus landscaping enhances the overall beauty of the campus and creates a pleasing environment for students and the community at large to enjoy. The University has devoted funding and personnel to maintain a high level of groomed landscaping and to maintain the natural areas of the campus.

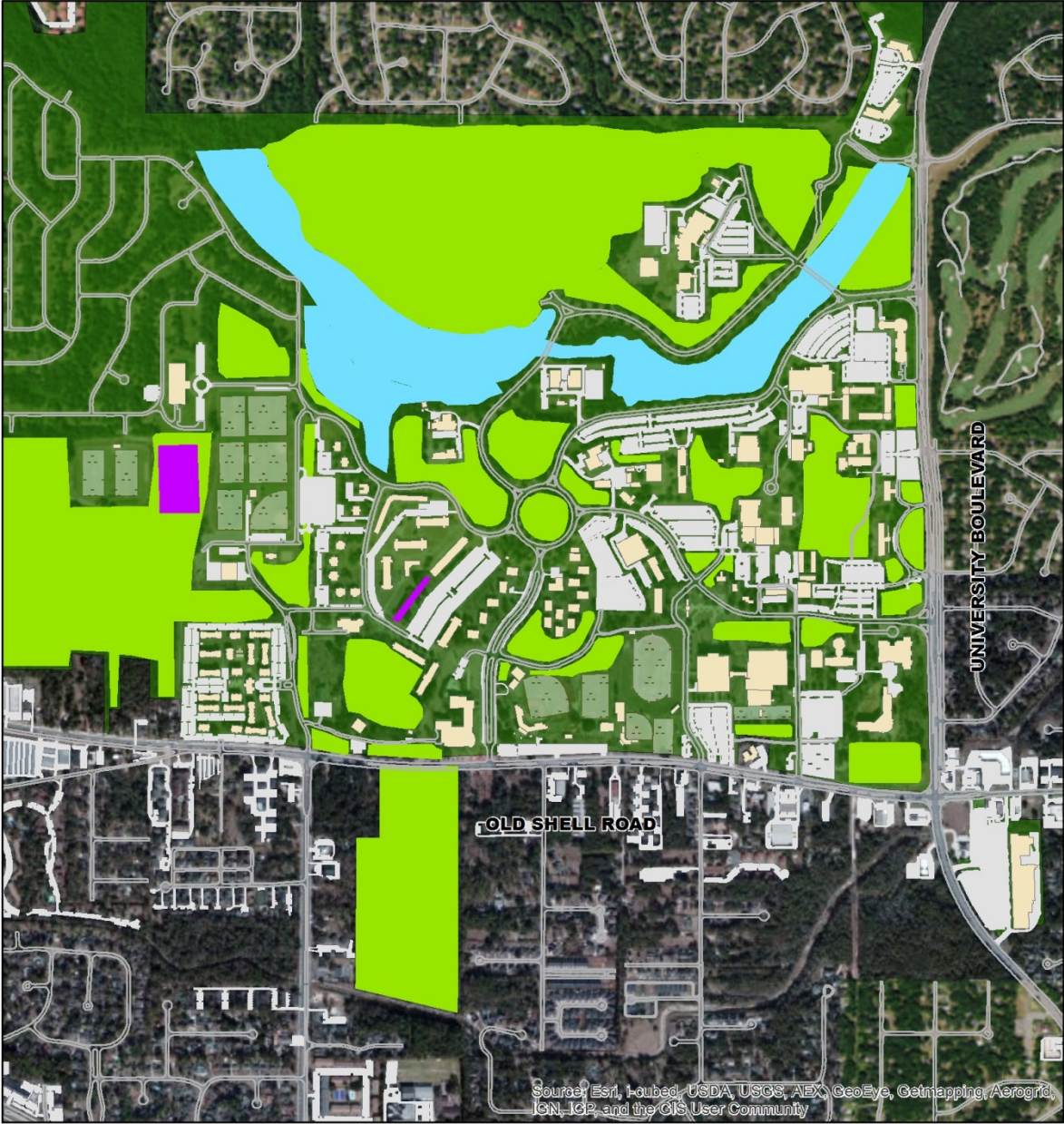
Enhancements since 2010:

1. Through an agreement with the City of Mobile, the University now maintains the islands adjacent to the University on University Boulevard and Old Shell Road
2. Landscaping of the portal entrances at USA South Drive, USA North Drive, Stadium Drive, and Technology and Research Park
3. Major landscape improvements on USA South Drive, USA North Drive and Stadium Drive
4. Major landscape improvements in the Technology and Research Park.
5. Major landscape improvements at the following buildings:
 - Administration Building
 - Humanities Building
 - Chemistry Building
 - Housing Complex
 - Student Center and Courtyard
 - University Commons

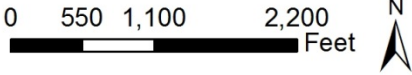
Future Projects:

1. Island landscaping on Greek Row
2. Alpha Hall Complex
3. East side of Administration Building
4. Mathematical Sciences and Physics Building

Map 5: Campus Open Space Plan



Existing Campus Open Space Place



Legend	
	Current Development
	Green Space
	Wetlands/Reserved

Signage/Wayfinding

In 2014, the University adopted a new signage policy. This policy defines all sign types and stipulates where signs should be located and which signs are appropriate for a particular location.

Enhancements since 2010:

1. Entrance portals were installed at USA South Drive, USA North Drive and Stadium Drive.
2. Map kiosk locations are now in place at USA South Drive, USA North Drive, and Stadium Drive.
3. Non-compliant signs removed and new signs erected where needed.
4. Newly installed walk-up building signs identify occupants of the building.
5. New street directional signs installed. These new signs identify buildings and campus areas such as housing and athletic venues.

Future Projects:

1. Following the new signage policy, signs will be updated and new signs installed as needed.

Technology

Updates on significant developments since 2010

Planning for technology needs were not addressed in the 2010 Campus Master Plan. However, since 2010, the technology infrastructure of the University has been improved with completion of the following projects since 2010:

- Substantially completed a modernization effort of Computer Services Center's aging infrastructure to include: network, internet, security, storage, processing, UPS, HVAC and power distribution
- Created an alternate data center where all University servers and data are replicated at the processing and storage facility at the Dining Hall on Tonsmeire Drive
- Replaced the decentralized computer support model on campus with a centrally staffed model and provided access to centralized data storage and backup service at the Computer Services Center to facilitate moving away from decentralized departmental servers
- Replaced the legacy faculty/staff and student email messaging systems with Gmail and Google apps for education
- Implemented a content management system platform for the University web site
- Consolidated the Computer Services Center, Telecommunications, and Web Services into a single organization
- Established an Office of Information Security to guide University IT security policy, procedure, training, and compliance efforts
- Renovated and replaced the legacy communications cabling system in the residence halls
- Replaced the aging roofs at the Computer Services Center and Telecommunications building with metal roofs
- Implemented an enterprise video surveillance system
- Implemented an enterprise electronic card access system
- Converted our payment card processing system to a hosted solution
- Developed and implemented Jag Tran Tracker (a School of Computing student project sponsored by the Student Government Association)

Significant planned future enhancements

In the coming years, technology infrastructure will need continued attention to keep pace with the University's growth in both population and academic/research needs. The following needs will be addressed:

1. A comprehensive survey of the University's approximately 700 Wireless Access Points (WAPS) needs to be conducted in each building. The average lifespan of a WAP is 4 to 5 years. While the majority of educational buildings need updated wireless deployments, wireless connectivity is funded at the department-level.
2. Outdoor wireless exists mostly from building bleed over. Outdoor wireless systems need to be installed to cover areas beneficial to the campus the community (e.g., between the Student Center and the Library).
3. Centralize design and support of classroom technology to address standards and ensure consistency of functionality, capability, and support across the institution. Currently, classroom multimedia facilities are provided by the respective colleges, resulting in varied system designs, differing functional capabilities and user interfaces, and uneven levels of maintenance and support. Upgrade building connections to 10 gigabit to provide adequate bandwidth. Most campus buildings are connected only at one gigabit.
4. In 2015, the University established a Utilities Infrastructure Upgrade and Implementation Plan, which can be found at:
<http://www.southalabama.edu/departments/presidentsoffice/masterplan/resources/utilities-summary-report-2016-12-15.pdf>

The Plan contains a Communications Systems portion that details technology infrastructure upgrades and maintenance for 10 years. Technology infrastructure improvements include on-going maintenance and system upgrade

- Replace multimode fiber with single mode fiber.
 - Replace copper with single mode fiber.
 - Replace and/or providing adequate protection for existing in-ground boxes.
 - Install a diverse path fiber ring on campus.
 - Install a high-count fiber between CSC and HAHN (Eastern Leg)
 - Install a high-count fiber between HAHN and NODE 2 (Central Leg)
 - Install a high-count fiber between NODE 3 and NODE 2 (Western Leg)
 - Install a high-count fiber between CSC and NODE 3 (Southern Leg)
5. Add a secondary power feed from the new substation and consider adding an additional natural gas generator as the primary data center power is serviced by a single feed from Alabama Power. The backup power is serviced by a single diesel generator.
 6. Mitchel Center technology upgrades to provide a total guest experience via an app that allows patrons to connect via their smartphones to access directions to the facility, map of the facility, to purchase concessions and souvenirs, and engage with other patrons via social media.

Security and Safety Recommendations

Campus Emergency Notification System

Emergency notification systems are managed and operated by the University's Police and Safety and Environmental Compliance departments. A comprehensive emergency notifications system requires IT support, software and hardware resources and implementation of a coordinated plan among the principle departments. The University maintains several emergency notification systems including an outdoor public address system. The following updates have occurred since 2010:

1. A sixth unit was added to the outdoor public address system and strategically placed on campus. The system is primarily for emergency notification purposes on the campus grounds when individuals cannot be reached through other systems.
2. Implementation of Everbridge as a replacement to the W.A.R.N system—mass notification system, which is a web-based system that enables the University to quickly contact cell phone, traditional phones, pagers, texts via SMS, and email accounts when mass notifications are necessary.
3. Expedited internal email notification system primarily through University Police dispatch and the Marketing and Communication departments. Created by the University IT specialist to provide another campus emergency notification option internally.

Recommendations for future projects:

1. Develop an interoperable communications and instant alert notification program that allows University officials the ability to initiate communications with all devices regardless of existing infrastructure, hardware, and locations.

Building Fire Alarm Systems

Some fire alarm systems are analog requiring at least one dedicated analog telephone line, in some cases two, for fire alarm monitoring and alarm transmission. The central receiving station equipment cannot receive new technology connections as a result. Newer systems communicate through IP networks with redundancy configurations providing secondary receiver IP address backup. In addition, modernized systems allow monitoring sites to remotely detect and identify panel conditions. All new buildings and many of the recently renovated buildings on campus utilize the newer, IP addressable alarms; however, many campus buildings do not currently have an IP addressable system. Since 2010, the University has upgraded some buildings to the new IP addressable fire alarm systems (see Fire Alarm System List).

Recommendations for future projects

- 1) Upgrade existing fire protection systems in existing campus and student housing buildings as required, to IP addressable systems for fire alarm monitoring and communications
- 2) Upgrade fire alarm systems in Gamma, Beta, and in all fraternity and sorority houses.

Building Access Systems

Since 2010, the University has upgraded a number of buildings to have electronic access: Shelby Hall, Nursing/Allied Health, Chemistry, ILB, Medical Sciences Building and Central Services Administration Building, LID, Campus Recreation, and the Football Fieldhouse. Further, the Department of Safety and Environmental Compliance, in cooperation with other University departments, has facilitated the development of policies and identification of actions that move us toward a more comprehensive approach to building access such as a universal id card.

Recommendations for future projects:

- 1) Approval and implementation of new policies and procedures regarding building access to include keys, electronic access, picture ID's, etc.
- 2) Installation of hardware to enable electronic access to all campus buildings.

Buildings Without an Addressable Fire Alarm System

Whiddon Administration Bldg	No System	Gamma 7
Alpha East Ext	No System	Health, Physical Education and Leisure Services
Alpha Hall East		Gamma 8
Alpha Gamma Delta House		Gamma 9
Alpha Omega Pi House		Intramural Fieldhouse No System
Arcgaeology Lab 1	No System	Property
Arcgaeology Lab 2	No System	Kappa Alpha House
Baseball Hitting Facility	No System	Kappa Delta House
Baseball Fieldhouse		Grounds
Beta 1		Mobile Townhouse No System
Chemistry Building		Maintenance Warehouse No System
Gamma Commons		Outdoor Rec Bldg No System
Chi Omega House		Pi Kappa Alpha House
Central Utilities	No System	Pi Kappa Phi House
Central Services Administration Bldg		Phi Mu House
Development Bldg (old CIS Classroom)		Phone Node #1
Delta 3		Pump House No System
Delta 4		Jag Tran
Delta 5 Central Utilities Management office	No System	Seaman's Bethel
Athletic Admin		Sigma Chi
Faculty Court West	No System	Bio Medical Library
Gamma 0		Stanky Field
Gamma 1		Telecommunications Bldg
Gamma 2		Track Storage Building No System
Gamma 3		TS&D Bldg
Gamma 4		University Commons all except Phys. Clinic
Gamma 5		Visual Arts Complex
Gamma 6		

Hazardous Materials Survey

Many older campus buildings still contain some type of asbestos or other hazardous materials. The existing building surveys are currently being updated. In the last three years, a licensed asbestos management planner was retained to conduct testing and develop an organized program to either abate or encapsulate all such materials as buildings are renovated or as materials become unstable.

The Department of Safety and Environmental Compliance coordinates associated testing, assists with program updates, and recommends the following future projects:

1. Commission a new survey of all buildings known or suspected to have asbestos containing materials (ACM) present

Campus Police

In 2014, USA Campus Police implemented the LiveSafe app. It is a mobile application that helps to prevent crime and enhance campus safety.

Safety and Environmental Compliance

Since 2010, the University has established the Laboratory Safety Committee, reporting to the Vice President for Research and Economic Development, to ensure the highest level of safety and compliance in campus labs and facilities. Further, the university now has a Radiation Safety department whose function is to facilitate the safe use of radiation and radioactive materials at the University of South Alabama. The goal of University of South Alabama's Radiation Safety Department is to promote the safe and efficient use of radiation throughout the university system through education, quality control, and compliance.

AED Expansion

The University has significantly expanded its procurement and placement of AED's around campus to enhance the health and safety of the University community (See map showing the location and availability of AED's around campus).

Placeholder for AED Map

Other USA Facilities

*USA Baldwin County (USABC)
Administration Building
10 North Summit Street
Fairhope, AL 36532*

Situated in Fairhope, Alabama, the Baldwin County Campus serves primarily an instructional function and offers college-level courses, educational outreach, continuing and professional educational opportunities, and degree-completion programs in the state's fastest growing county. USABC serves more than 1500 students through its course offerings which include bachelor's degrees in Interdisciplinary Studies, Communication/Public Relations, Criminal Justice, Elementary Education, and an accelerated Nursing degree program. In addition to these degree programs, students may take other coursework that can be used towards other degrees available at South Alabama's Main Campus as well as other types of non-credit and personal enrichment courses.

See Appendix A for pictures

*USA Gulf Coast Campus
19470 Oak Road West
Building D
Gulf Shores, AL 36542*

The USA Gulf Coast (USA GC) campus site is adjacent to the Gulf Shores Cultural Center and provided to USA at no charge by the City of Gulf Shores. Currently the campus is used primarily for administrative and public outreach functions. The City also provides utilities and maintenance. This site includes a lobby, two classrooms seating 20-25, a computer lab, conference room, two bathrooms, and faculty office. USA also has access to the auditorium (seating 400) and gym. Frequently, activities at this campus include continuing education activities, conferences, internship coordination, meetings, and community education. Academic courses may be offered in the future. Administered through Global USA, the facility is open to all USA offices and departments.

See Appendix B for pictures

*University of South Alabama
Technology and Research Park
775 N. University Blvd., Ste. 150
Mobile, AL 36608*

The USA Technology & Research Park is a major economic initiative of the University of South Alabama. It marries University resources with innovative enterprises in a single location that broadens educational experiences for students, generates new research opportunities for faculty and offers growth prospects for industry. These facilities function largely to support research and public/economic outreach activities.

The Park, located on 160 acres just north of the main University campus, is a focal point of economic growth for Mobile and the upper Gulf Coast made up of over 220,000 square feet of office and laboratory space available for lease to the business sector.

The Park also serves to encourage the spirit of entrepreneurship and innovation through its on-site business incubator, the [Coastal Innovation Hub](#). The Hub is a joint project between the University of South Alabama's Melton Center for Entrepreneurship and Innovation and USA's Office of Research

and Economic Development specializing in low cost office and laboratory space for fledgling businesses.

See Appendix C for pictures

USA Health Systems Campuses

*Children's and Women's Hospital
1700 Center Street
Mobile, AL 36604*

*Mitchell Cancer Institute
1600 Springhill Avenue
Mobile, AL 36604*

*USA Medical Center
2451 Fillingim Street
Mobile, AL 36617*

*Strada Patient Care Center
1601 Center Street
Mobile, AL 36604*

The mission of the USA Health is simple, yet profound. "We help people lead longer, better lives." USA Health accomplishes this mission through a combination of patient-centered care, education, and innovative research.

The USA Health System consists of USA Medical Center, USA Physicians Group, USA Children's & Women's Hospital, and the Mitchell Cancer Institute. The region's only academic medical system, USA Health System employs more than 3,800 people and has an annual economic impact of \$559 million.

USA Medical Center, the region's only Level I trauma center, is a 370,000 square foot acute care facility with 406 licensed beds, offering specialized care via its centers for burn care, stroke, cardiovascular disease, and sickle cell disease. It also is a teaching and research facility for the USA College of Medicine. The Medical Center received has received state and national recognition for its innovative approaches, exceptional patient care, and professional services. It also offers outpatient services and surgeries to patients across the region.

USA Children's & Women's Hospital, with 2,800 deliveries annually, is Mobile's leader in births. The hospital also offers many unique medical services, including the area's only neonatal and pediatric intensive care units, specially equipped and staffed to provide the most advanced care for premature, critically ill, and critically injured children. It also offers a comprehensive services for women, including special medical care for high-risk pregnancies.

In 2014, Children's & Women's Hospital opened a 200,000-square-foot, \$72 million expansion that doubled the hospital's size and has enable more services. The expansion includes new operating rooms and a four-story tower dedicated to pediatric care. The newly renovated lobby includes a Steinway Grand piano and a new courtyard offers an area for patients and employees to enjoy sunshine and special events.

USA Mitchell Cancer Institute opened in 2000 to increase Gulf Coast cancer survival rates through advanced treatment and research. The first academic cancer research institute in the upper Gulf Coast region, Mitchell is the largest single research endeavor in the history of the University. It offers local and regional patients a powerful combination of research, treatment and access to clinical trials. In 2008, Mitchell Cancer Institute opened a 125,000-square-foot integrated clinical and research facility. It also has offices in Monroeville and Fairhope. Later this year, the 14,000 square-foot Kilborn Clinic will open in Fairhope, a new location designed to expand clinical offerings and support services to Baldwin County and the region.

See Appendix D for pictures

University of South Alabama—President's House

Placeholder for description

See Appendix E for pictures

Acknowledgements

The Campus Master Plan Committee would like to thank all who participated in and provided input to the 2017 University of South Alabama Master Plan process. Trustees, students, faculty, and staff were actively involved in this process through participation in focus groups and surveys to give the committee the data it needed to fully and accurately develop the plan. Over 1,100 individuals took part in the focus groups, surveys, and the feedback process. The University Board of Trustees provided the guidance and resources to the Committee to allow the plan to be developed. USA students provided their unique and passionate insight into the needs on campus from the perspective of primary users of campus services. USA faculty and staff provided critical information to the committee about issues related to their perspective of campus needs. Last but not least, the University's offices of Institutional Effectiveness and Facilities Management provided invaluable time and service to the Committee in all aspects of the development of the plan. Without their efforts, the development of this plan would not have been possible.

Appendix A: Pictures of USA Baldwin County



Appendix B: Pictures of USA Gulf Coast Campus



Appendix B: Continued



Appendix B: Continued



Appendix B: Continued



Appendix C: Pictures of Research and Technology Park



Appendix D—USA Health System Pictures





Appendix E: President's House pictures

University of South Alabama-- 2016 Scorecard

		Baseline	2017 Target	2017 Data	2018 Data	2019 Data	Progress
Student Success and Access	One (1) Year FTFT* Undergraduate Retention Rate	73%	81%				
	Six (6) Year FTFT Graduation Rate	35%	45%				
	One (1) Year FTFT Undergraduate Retention Rate for Pell Eligible Students	71%	81%				
	Student/Faculty Ratio	20:1	20:1				
	Percent of disciplines where USA scores above national average on license/exit tests**	85%	90%				
Research and Graduate Education	Number of awards received from external agencies	283	336				
	Number of students funded from external grants, gifts, or contracts- Undergraduate	208	251				
	- Graduate	101	121				
	Percentage of South Alabama projects involved in multidisciplinary research across college and department lines	6%	15%				
	Develop a new graduate degree program bi-annually	NA	2				
Ratio of peer-reviewed publications, books, and juried works to Full, Associate, and Assistant professors in the Humanities and Arts	1.75	1.9					
Global Engagement	The number of non-resident international students enrolled	855	1,500				
	The diversity of countries from which non-resident international students originate	76	85				
	Number of students earning the global engagement certificate (established Fall 2017)	NA	5				
	Percentage of students participating in study abroad programs	1.58%	3%				
	Number of students transferring in from foreign universities with articulated transfer agreements	34	110				
	Number of active collaborations with foreign universities as indicated by faculty/student exchanges or research/scholarly collaborations	10	21				
University-Community Engagement	Number of unique service-learning courses	83	91				
	Attendance at Music and Theater Events at the Laidlaw Performing Arts Center	9,818	10,482				
	Attendance at Athletic Events	200,505	262,500				

University of South Alabama-- 2016 Scorecard

	Metric	Baseline	2011	2017	2018	2019	Progress
			Target	Data	Data	Data	
Excellence in Healthcare	Eight indicators of the standardized infection rate are at or below target	5 of 8 are below	all 8 at or below				
	80% of patients are willing to recommend facility or providers - Children's and Women's	85%	85%				
	- Medical Center	77%	80%				
	- HSF	94%	95%				
	- Mitchell Cancer Institute	95%	95%				
	Value Based Purchasing - Achieve neutral or financial gain	Loss	Neutral/ Gain				
	Number of faculty in the Colleges of Allied Health, Nursing, and Medicine engaged in interprofessional and collaborative endeavors across health-related professional groups, including academic/practice partnerships, resulting in increased scholarly production	33%	50%				

*FTFT=First Time Full Time Undergraduates

** Includes: Social Work, Audiology, Cardiorespiratory Care, Occupational Therapy, Paramedic, Physical Therapy, Physician Assistant Studies, Speech Pathology, Business - ETS Undergraduate, MBA, CPA, Medicine, and Nursing.

Progress Icon Key



Met Target



Making progress but below target



On track to meet target



Losing ground

RESOLUTION

**FORMATION OF A HEALTH CARE AUTHORITY
AT THE UNIVERSITY OF SOUTH ALABAMA**

WHEREAS, the University of South Alabama is a public body corporate and institution of higher learning which operates a college of medicine as a part of its academic medical center enterprise which also includes a physician faculty practice, two acute care hospitals, the USA Mitchell Cancer Institute, these three endeavors being collectively known as USA Health, and the USA HealthCare Management, LLC., and

WHEREAS, pursuant to Code of Alabama Sections 16-17A-2 to 24 (“Enabling Law”), the “University Authority Act,” public universities operating schools of medicine are authorized to form a type of public corporation known as a University Authority if it is found by the Board of Trustees of the sponsoring university that such formation is necessary, desirable, and in the best interests of the sponsoring university, and

WHEREAS, the formation of a University Authority by the University of South Alabama would enhance the University’s provision of patient care by providing it with a corporate structure which allows for greater flexibility and options with the exercise of the powers and privileges granted under the Enabling Law to achieve this goal consistent with the public health mission of the University, and

WHEREAS, a form of the articles of incorporation which conform with the provisions of the Enabling Law is attached hereto as Exhibit A, and incorporated herein by reference,

THEREFORE, BE IT RESOLVED, that the Board of Trustees of the University of South Alabama hereby declares that it is necessary, desirable, and in the best interest of the University of South Alabama that the proposed the University of South Alabama Health Care Authority, a University Authority, be incorporated, and

BE IT FURTHER RESOLVED that the Board of Trustees hereby authorizes the formation of the University of South Alabama Health Care Authority; approves the Articles of

Incorporation of the University of South Alabama Health Care Authority on Exhibit A; and authorizes the University of South Alabama to proceed to form the University of South Alabama Health Care Authority by filing the articles of incorporation in accordance with Code of Alabama Section 16-17A-4, and

BE IT FURTHER RESOLVED that the Board of Trustees hereby approves the Bylaws of the University of South Alabama Health Care Authority as set forth on Exhibit B, and

BE IT FURTHER RESOLVED that the Board of Trustees hereby appoints the individuals listed on Exhibit C to serve on the Board of Directors of the University of South Alabama Health Care Authority for the terms indicated in accordance with the provisions of the Articles of Incorporation of the University of South Alabama Health Care Authority, and

BE IT FURTHER RESOLVED that the Board of Trustees hereby authorizes any other action necessary for the establishment of the University of South Alabama Health Care Authority,

BE IT FURTHER RESOLVED that the Board of Trustees ratifies any actions taken by officers or employees of the University of South Alabama in connection with the establishment of the University of South Alabama Health Care Authority.

EXHIBIT A
ARTICLES OF INCORPORATION

**ARTICLES OF INCORPORATION OF
UNIVERSITY OF SOUTH ALABAMA HEALTH CARE AUTHORITY**

For the purpose of forming a public corporation under and pursuant to the provisions of the University Authority Act of 2016, and any act amendatory thereof, supplementary thereto or substituted therefor (hereinafter referred to as the "Enabling Law"), the undersigned incorporator does hereby sign, verify and adopt these Articles of Incorporation, and, upon the filing for record of these Articles of Incorporation in the Office of the Judge of Probate of Mobile County, Alabama, the existence of a public corporation and University Authority under the name set forth in Article I hereof shall commence.

ARTICLE I.

The name of the public corporation is the "University of South Alabama Health Care Authority" (hereinafter referred to as the "University Authority"). Attached as **Exhibit A** and made a part hereof is a certificate by the Secretary of State of the State of Alabama stating that the name proposed for the University Authority is not identical to that of any other corporation organized under the laws of the State of Alabama or so nearly similar thereto as to lead to confusion or uncertainty.

ARTICLE II.

The University Authority shall have perpetual existence; provided, however, that the University Authority's existence may be terminated pursuant to the provisions of the Enabling Law and of these Articles of Incorporation relevant to the dissolution of the University Authority.

ARTICLE III.

The name of the sponsoring university authorizing the incorporation of the University Authority is the University of South Alabama, a public body corporate of the State of Alabama ("USA"). On May 1, 2017, USA, by and through its governing body of the Board of Trustees adopted a resolution approving and authorizing the incorporation of the University Authority in accordance with the Enabling Law, a certified copy of which is attached hereto as **Exhibit B** and made a part hereof.

ARTICLE IV.

The University Authority is organized pursuant to the provisions of the Enabling Law.

ARTICLE V.

The University Authority shall have and exercise all powers and authorities provided by the Enabling Law, for corporations organized thereunder, together with such additional powers and rights as are now or may hereafter be provide by law.

ARTICLE VI.

The location and mailing address of the initial registered office of the Corporation shall be 307 University Boulevard, AD 170, Mobile, Alabama 36688-0002. The name of the initial registered agent of the University Authority at such address is G. Scott Weldon.

ARTICLE VII.

There shall be eleven (11) directors constituting the initial Board of Directors of the University Authority (hereinafter referred to as the "Board") whose terms of office and manner of appointment or election are as follows:

- (a) Of the initial eleven member board, five members will be ex-officio and will include the individuals occupying the following positions at the University of South Alabama: Chair *pro tempore* of the Board of Trustees, the President of the University, the Vice President for Finance and Administration, the Vice President for Medical Affairs, and the Chief Executive Officer of USA Health.
- (b) After the initial appointments to the board of directors, those appointed to the six director positions which are not in an ex officio capacity shall hold office for six year terms. The appointment of those six positions to the initial board of directors will be made in two groups, with three directors appointed to a three year term and three appointed to a full six year term. If, at the expiration of any term of office of any director, a successor has not been appointed as provided herein, then the director whose term of office has expired shall continue to hold office until his or her successor is appointed.
- (c) The appointment to the board of directors will be made by the University of South Alabama Board of Trustees (hereinafter referred to as "Trustees"). The appointed membership of the Board of the University Authority will be inclusive and reflect the racial, gender, geographic, and economic diversity of the state.
- (d) Each director shall serve without compensation but may be reimbursed for expenses actually incurred by him or her in connection with the performance of his or her duties.
- (e) A director may be removed by the Trustees, with or without cause, at any time. Any vacancy in the board of directors created by the death, resignation, incapacity or removal of a director or by an increase in the number of directors shall be filled by appointments made by the Trustees at their next regular meeting or earlier as determined necessary by the

Executive Committee of the Trustees.

- (f) A majority of directors shall constitute a quorum for the transaction of business of the Board, and any meeting of the Board may be adjourned from time to time by a majority of the directors present. No vacancy in membership of the Board shall impair the right of a quorum to exercise all the powers and perform all the duties of the board.
- (g) Any director who is serving on the Board in an ex-officio capacity by virtue of his or her office shall be automatically deemed to have resigned his or her seat on the Board in the event such individual no longer serves in the position that entitled him or her to an ex-officio membership on the Board.

ARTICLE VIII.

The initial bylaws of the University Authority shall be adopted by the Board, and approved by the Trustees. The power to alter, amend or repeal the bylaws or adopt new bylaws shall be vested in the Board; provided, that any amendment to the bylaws of the University Authority adopted by the Board shall not become effective until such amendment has been approved by a majority vote of a quorum of the Trustees of USA. The bylaws may contain any provisions for the regulation and conduct of the affairs of the University Authority and the Board not inconsistent with the Enabling Act or these Articles of Incorporation.

ARTICLE IX.

Upon the dissolution of the University Authority and the winding up of its affairs, the Board shall, after paying or making provision for the payment of all liabilities and obligations of the University Authority, transfer all of its remaining assets to the University of South Alabama or to any affiliate organization of USA that is designated by its Board of Trustees. No assets or earnings of the University Authority shall be distributed to any officer or director of the University Authority or to any private individual.

ARTICLE X.

The name and address of the sole incorporator of the University Authority are as follows:

<u>Name</u>	<u>Address</u>
G. Scott Weldon	307 University Boulevard, North AD 170 Mobile, Alabama 36688-0002

ARTICLE XI.

These Articles of Incorporation may be amended from time to time by filing articles

of amendment with the Secretary of State of the State of Alabama and in accordance with the terms and provisions of the Enabling Act, provided, that any amendment to these Articles of Incorporation shall not be effective, and shall not be filed of public record, until such amendment has been approved by a majority vote of a quorum of the Trustees of the University of South Alabama. Notwithstanding the foregoing, no amendment shall be made to these Articles of Incorporation which would in any way result in the operation of the University Authority for the private advantage or pecuniary profit of any director or member thereof or permit the operation of the University Authority for any purpose other than those allowed under the Enabling Act.

The undersigned, acting as the sole incorporator of the University of South Alabama Health Care Authority, executes these Articles of Incorporation on this _____, 2017.

G. Scott Weldon

EXHIBIT A

NAME RESERVATION CERTIFICATE

EXHIBIT B

CERTIFIED COPY OF AUTHORIZING RESOLUTION

EXHIBIT B
BYLAWS

**BYLAWS OF
UNIVERSITY OF SOUTH ALABAMA HEALTH CARE AUTHORITY**

Adopted May 1, 2017

**BYLAWS OF
UNIVERSITY OF SOUTH ALABAMA HEALTH CARE AUTHORITY**

ARTICLE I

Offices

Section 1. Principal Office. The principal office of the University Of South Alabama Health Care Authority (hereinafter called the "University Authority") shall be located at 307 University Boulevard, N., AD 170, Mobile, Alabama, 36688-0002, in the City of Mobile, Alabama (hereinafter called "the City").

Section 2. Other Offices. The University Authority may also have such other office or offices within or without the corporate limits of the City as the Board of Directors of the University Authority may determine or as its business may require.

ARTICLE II

Powers and Conformity with Articles of Incorporation and Enabling Law

Section 1. Powers. The University Authority shall have such powers as are specified in its Articles of Incorporation, as may be amended from time to time, in conformity with the University Authority Act of 2016, and any act amendatory thereof, supplementary thereto or substituted therefor (hereinafter referred to as the "Enabling Law").

Section 2. Inconsistency with the Articles of Incorporation. No provision of these Bylaws may be inconsistent with the provisions of the University Authority's Articles of Incorporation or the Enabling Law. In the event of any inconsistency between these Bylaws and the Articles of Incorporation of the University Authority, the Enabling Law and Articles of Incorporation shall control.

ARTICLE III

Board of Directors

Section 1. Creation of Board. All corporate powers of the University Authority shall be exercised by or under the authority of, and the business affairs of the University Authority shall be managed under the discretion of, a Board of Directors (the "Board"). The number of members of the Board shall be eleven or as specified in the Articles of Incorporation.

Section 2. Election of Directors. The members of the Board (hereinafter called "Directors") shall be selected in accordance with the provisions of the University Authority's Articles of Incorporation (as it may at the time exist). Any vacancy in the

membership of the Board shall be filled in accordance with the University Authority's Articles of Incorporation.

Section 3. Terms of Directors. Each Director shall hold office for a term as established in the University Authority's Articles of Incorporation.

Section 4. Resignation of Directors. Any Director may resign at any time upon written notice to the University Authority addressed to it at its principal office or to an officer of the Board. Any resignation shall become effective at the time or upon the happening of the condition, if any, specified therein, or, if no such condition or time is specified, upon its receipt. Unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 5. Removal of Directors. Any Director may be removed in accordance with the Articles of Incorporation.

Section 6. Vacancy Among Directors. Any vacancy in the Board shall be filled by appointments made by the Trustees of the University of South Alabama at their next regular meeting or earlier as determined necessary by the Executive Committee of the Trustees of the University of South Alabama.

Section 7. Place of Meetings; Telephonic or Video Conference Meetings. All meetings of the Board shall be held at the principal office of the University Authority or at such other place or places as the Directors may from time to time determine. The Board may meet telephonically or via video conference.

Section 8. Regular and Special Meetings. Regular meetings of the Board shall be held quarterly at such time as the Board may determine in advance. A special meeting of the Board shall be held upon the call of either the President of the University Authority or a majority of the total number of Directors, and otherwise at such times as the Board may by resolution specify.

Section 9. Notice of Meetings. One day's notice of each special meeting shall be given to each Director, and, if required by law or by these bylaws, such notice shall also state the purpose for which such special meeting was called. The notice provided for in this section must be given in person by any reasonable means (including telephone), unless any Director is absent from the country or municipality in which he or she resides, in which event any such notice may be given by registered letter or by telegram. Attendance of a director at a meeting shall constitute a waiver of notice of such a meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 10. Waiver of Notice. Whenever any notice is required to be given under the provisions of the University Authority's Articles of Incorporation, or of these bylaws, a waiver thereof in writing signed by the person entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice where such notice is permitted by state law. All such waivers shall be filed with the corporate records, or be made a part of the minutes of the relevant meeting.

Section 11. Quorum. A majority of Directors shall constitute a quorum for the transaction of business of the Board, and any meeting of the Board may be adjourned from time to time by a majority of the directors present. No vacancy in membership of the Board shall impair the right of a quorum to exercise all the powers and perform all the duties of the Board. Any regular meeting or special meeting of the Board may be continued in session by being adjourned at the end thereof to a specified time and place, and at any adjourned meeting may again be continued in session by adjournment thereof.

Section 12. Voting. Each Director shall be entitled to one vote at any meeting of the Board while in attendance. There shall be no voting by proxy.

Section 13. Business and Manner of Acting; Resolutions; Written Record. Any matter of business may be transacted at any meeting, except as otherwise required by law or these bylaws. Action approved by the majority of Directors present at any meeting at which a quorum is present shall be an act of the Board unless a greater portion is required by law or by the University Authority's Articles of Incorporation. At the request of any Director, the vote on any question before the Board shall be taken by yeas and nays and entered upon the record. All resolutions adopted by the Board shall constitute actions of the University Authority. All proceedings of the Board shall be reduced to writing, shall be signed by the secretary of the University Authority and shall be recorded in permanent physical or electronic storage.

Section 14. Powers. All powers of the University Authority shall be exercised by the Board or pursuant to its authorization. Except as otherwise provided by law, by the University Authority's Articles of Incorporation or by these bylaws, the Board shall exercise the powers of the University Authority, conduct its business affairs, and control its property. In addition to the powers and authorities by these bylaws expressly conferred upon it, the Board may exercise all such powers of the University Authority and do all such lawful acts and things as are not by statute, by the University Authority's Articles of Incorporation (as it may at the time exist) or by these bylaws denied to them.

Section 15. Compensation of Directors. Each director shall serve without compensation but may be reimbursed for expenses actually incurred by him or her in connection with the performance of his or her duties.

ARTICLE IV

Organization and Officers

Section 1. Officer. The officers of the University Authority shall consist of a President, a Vice President, a Secretary, and a Treasurer and other officers and assistant officers as the Board deems necessary or desirable. The President and the Vice President of the University Authority shall be members of the Board, and said offices shall not be held by the same person. The Secretary and the Treasurer of the University Authority and any other officers of the University Authority need not be members of the Board of Directors, and said offices may (but need not) be held by the same person.

Section 2. Other Officers, etc. The Board may appoint such officers, employees and agents as it may deem necessary, who shall hold their offices for such terms and shall exercise such powers and perform such duties, at and for such compensation, as shall be determined from time to time by the Board. The Board may appoint a Chief Executive Officer to carry out the duties and responsibilities as set forth in these bylaws.

Section 3. Election of Officers and Terms of Office. The officers of the University Authority shall be elected by the Board. The term of office of each officer shall be a period of two (2) years after the expiration of the prior term, commencing on July 1, except (a) that any person elected as an officer to fill an unexpired term shall serve only until the expiration of the term of office of the officer whose place he or she filled, and (b) that if the term of any officer as a Director expires prior to the end of such two-year period or earlier date of expiration of his or her term of office as an officer, his or her term of office as an officer of the University Authority shall also expire on the date of expiration of his or her term as a Director. Any provision hereof to the contrary notwithstanding, if, at the expiration of the term of office of any officer, no successor thereto shall have been elected, then the officer whose term of office shall have expired shall continue to hold office until his or her successor shall be so elected. Any officer elected or appointed by the Board may, however, be removed at any time by the affirmative vote of a majority of the entire Board.

Section 4. Delegation of Powers and Duties. In case of the absence of any officer of the University Authority, or for any other reason that the Board may deem sufficient, the Board may delegate, for the time being, the powers and duties, or any of them, of such officer to any other officer, provided that a majority of the entire Board concurs therein.

Section 5. Resignation. Any officer may resign his or her office at any time by giving written notice thereof to the President of the University Authority. Such resignation, which may or may not be contingent upon formal acceptance, shall take effect on the date of receipt or at any later time specified in it. The vacancy will be filled by the Board for the unexpired portion of the term.

Section 6. Powers, Authorities and Duties of Officers. Subject to control of the Board, the several officers of the University Authority, in addition to the powers and authorities conferred and duties imposed upon them elsewhere in these bylaws, shall have and shall be charged with the powers, authorities and duties set forth in the following sections of this Article IV. The duties of the officers other than as outlined herein shall be prescribed by the Board or pursuant to its authorization.

Section 7. Duties of Officers. The duties of the President, Vice President, Secretary and Treasurer shall be those as are customarily performed by such officers in nonprofit corporations, including, without limitation, the following:

- (a) President: The President shall be the principal corporate officer of the University Authority and shall preside at all meetings of the Board. He shall also perform all duties incident to the office of President and such other duties as may be prescribed by the Board from time to time.

- (b) Vice President: The Vice President shall perform such duties as may be assigned to him or her by the Board or the President. In the absence of the President or in the event of his or her disability, inability, or refusal to act, the Vice-President shall perform the duties of the President with the full powers of, and subject to the restrictions upon, the President.
- (c) Secretary: The Secretary shall provide for the keeping of the minutes of all meetings of the Board and Board committees. He or she shall give or cause to be given appropriate notices in accordance with these bylaws or as required by law, and shall act as custodian of all corporate records and reports and of the corporate seal, assuring that it is affixed, when required by law, to documents executed on behalf of the University Authority. He or she shall perform all duties incident to the office and such other duties as may be assigned from time to time by the President of the Board.
- (d) Treasurer: The Treasurer shall keep or cause to be kept correct and accurate accounts of the properties and financial transactions of the University Authority. He shall perform all duties incident to the office and such other duties as may be assigned from time to time by the President. In addition, the Treasurer shall oversee the engagement by the University Authority of a firm or firms of certified public accountants to conduct an annual audit of the financial affairs of the University Authority in accordance with generally accepted accounting principles.

Section 8. Assistant Secretary and Assistant Treasurer. The Board may, in the event of extended absent or disability of either or both the Secretary and the Treasurer of the University Authority, appoint an assistant secretary or an assistant treasurer, respectively, to act in the position and to perform such other duties as may be assigned by the President.

Section 9. Appointment, Powers, Authorities and Duties of Chief Executive Officer.

- (a) The Board may select and appoint a Chief Executive Officer, who is hereby delegated (1) the responsibility for overall administrative management of the University Authority under the oversight and direction of the Board and (2) such authority as shall be necessary to effect such responsibility, subject to such policies as may from time to time be adopted by the Board or any committee to which the Board has delegated powers for such action, including but not limited to the following:

- (1) making reports to the Board on the overall activities of the University Authority, as well as appropriate federal, state, and local developments that affect operations, and take all reasonable steps to conform to all applicable laws and regulations;
- (2) assisting the Board by annually preparing and updating a capital budget and preparing an operating budget showing expected receipts and expenditures, and supervise the business affairs of the University Authority to assure that funds are expended to the best possible advantage; and
- (3) performing such other duties as the Board shall from time to time direct.

Section 10. Fidelity Bonds. In addition to complying with all other requirements set out in these bylaws in respect of any particular office, every officer, agent or employee of the University Authority who may receive, handle or disburse moneys for the account of the University Authority, or who may have any of the University Authority's property in his or her custody or control or be responsible for its safety or preservation, shall, at the direction of the Board or the Treasurer of the University Authority, give a bond, in such form and in such amount and with such sureties as the Board or the Treasurer may require and approve.

Section 11. Contracts, Deposits, Signatures on Checks, Bonds and Notes.

- (a) Authority of employees of the University of South Alabama. Notwithstanding anything herein to the contrary, any individual employed by the University of South Alabama who has authority to act for the University of South Alabama in a particular capacity has the same authority to act for the University Authority, so long as such actions are consistent with the Enabling Law.
- (b) Execution of contracts. Except as herein otherwise provided, all contracts of the University Authority involving less than \$100,000 per year, shall be made by the President and the Secretary, provided that the Board may by resolution expressly authorize any other officer or offices, agent or agents, in the name and on behalf of the University Authority, to enter into any contract or to execute and deliver any instrument; and such authority may be general or confined to specific instances.
- (c) Banking authority. The President of the University of South Alabama and Vice President for Finance and Administration of the University of South Alabama may, on behalf of the Board: open and close bank, brokerage, custody, safekeeping, or other accounts

in the name of the University Authority; sell, transfer, and endorse for sale or transfer any and all securities on behalf of the University Authority; buy securities for the account of the University Authority; order the transfer or delivery of securities on the University Authority to any other person; pledge collateral, securities, or other property in the name of the University Authority and to make withdrawals, substitutions and exchanges in connection therewith; and 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 Authority.

- (d) Deposits. All funds of the University Authority shall be deposited to the credit of the University Authority in such depositories as the President of the University of South Alabama and Vice President for Finance and Administration of the University of South Alabama may approve on behalf of the Board.
- (e) Signatures on checks, drafts, etc. All checks, drafts, and other orders for the payment of money for authorized disbursement or transfer of funds shall be signed by the person or persons designated for that purpose by the President of the University of South Alabama and Vice President for Finance and Administration of the University of South Alabama acting for the Board. In no event shall any check, draft, or other order for payment of money be signed or countersigned in blank.

Anything in these bylaws to the contrary notwithstanding, the President of the University of South Alabama and Vice President for Finance and Administration of the University of South Alabama may authorize the establishment of a special or limited bank account or accounts for payroll, working fund or other special or limited purpose or purposes of the University Authority, and may authorize the withdrawal of such funds on the signature of authorized persons.

- (f) Signature on bonds, notes, etc. To be valid as against the University Authority, all bonds, promissory notes, bills of exchange and other evidence of indebtedness, not including checks, drafts and other orders for the payment of money which are provided for in the preceding subsection (c) of this section, shall be signed in the name of the University Authority by the Secretary, and the President, or by such other officer or officers as may be authorized by the Board; provided, that such bonds, promissory notes, bills of exchange and other evidences of indebtedness may be executed with facsimile signatures of any

such officer or offices when so permitted by applicable provisions of law.

- (g) Satisfaction of Mortgages and Releases of Mortgaged Property. The Treasurer, the Secretary or other officer or agent designated by the Board may enter a record satisfaction of any mortgage to the University Authority which has been paid and may enter credits of record as to any mortgage which has not been fully paid, and may release any part of the mortgaged property from the mortgage.

ARTICLE V

Board Committees

Section 1. Executive Committee. The Executive Committee shall consist of the President, Vice President, Secretary and Treasurer of the University Authority, and the President of the University Authority shall serve as President of the Executive Committee. The Executive Committee shall have power to transact all regular business of the University Authority during the interim between the meetings of the Board, provided (a) that any action which it may take shall not conflict with the policies and express wishes of the Board, and (b) that it shall refer all matters of major importance to the Board. Should any matter of extreme emergency arise between the regular meetings of the Board, it shall be the duty of the Executive Committee to request the President to call a special meeting of the Board. The Executive Committee shall meet at the call of its President.

Section 2. Special Committees. The Board has other duties which may require the formation of ad hoc committees. Each such committee shall be appointed by the President of the University Authority and shall meet only as required to resolve the issue at hand. No such committee shall be required to record or keep minutes of its meetings; however, all recommendations made by it shall be submitted to the Board and shall be recorded in the appropriate minutes of meetings of the Board.

Section 3. Term. Each member of a special committee shall continue in such capacity until the next annual meeting of the Board or until such person's successor is appointed, unless the committee shall sooner be terminated by the Board.

Section 4. Resignation and Removal. Any member of a committee may resign at any time upon written notice to the University Authority addressed to it at its principal office or to its President or Secretary. The Board may remove any member of a committee from such office at any time with or without cause.

Section 5. Chairmen of Committees. The President shall appoint one member of each committee as chairman.

Section 6. Vacancies. Vacancies in the membership of any committee may be filled by appointments made in the same manner as is provided for in the case of original appointments.

Section 7. Rules of Governance. Each committee may adopt rules for its own governance not inconsistent with the Articles of Incorporation of the University Authority, these Bylaws or rules adopted by the Board.

Section 8. Quorum. A majority of the membership of any Committee shall constitute a quorum. No vacancy in membership of any Committee shall impair the right of a quorum to exercise all the powers and perform all the duties of the Committee.

ARTICLE VI

Indemnification

Section 1. Definition. For purposes of this Article VI, the term “officer” shall include the University Authority’s officers, directors, trustees, and the members of any other governing body of the University Authority, and any reference herein to directors, officers, employees, or agents shall include former directors, trustees, officers, employees, and agents and their respective heirs, executors, and administrators.

Section 2. In General. To the extent allowed by law, the University Authority shall indemnify any officer of the University Authority who is or was a party to any proceeding by reason of the fact that the officer is or was such an officer or is or was serving at the request of the University Authority as a director, trustee, officer, employee, or agent of another corporation, partnership, joint venture, trust, employee benefit plan, or other profit or nonprofit enterprise against all liabilities and expenses incurred in the proceeding except such liabilities and expenses as are incurred because of the officer’s willful misconduct or knowing violation of the criminal law. Unless a determination has been made that indemnification is not permissible, the University Authority shall make advances and reimbursements for expenses incurred by an officer of the University Authority in a proceeding upon receipt of an undertaking from the officer to repay the same if it is ultimately determined that the officer is not entitled to indemnification. Such undertaking shall be an unlimited, unsecured general obligation of the officer of the University Authority and shall be accepted without reference to the officer’s ability to make repayment. The Board is hereby empowered to contract in advance to indemnify and advance the expenses of any officer of the University Authority.

Section 3. Additional Indemnification. The Board is hereby empowered to cause the University Authority to indemnify or contract in advance to indemnify any person not specified in Section 2 of this Article VI who was or is a party to any proceeding, by reason of the fact that such person is or was an employee or agent of the University Authority, or is or was serving at the request of the University Authority as a director, trustee, officer, employee, or agent of another corporation, partnership, joint venture, trust, employee benefit plan, or other profit or nonprofit enterprise, to the same extent as if such person was specified as one to whom indemnification is granted in Section 2.

Section 4. Indemnification Insurance. The University Authority may purchase and maintain insurance to indemnify it against the whole or any portion of the liability assumed by it in accordance with this Article VI and may also procure insurance, in such amounts as the Board may determine, on behalf of any person who is or was a director, trustee,

officer, employee, or agent of another corporation, partnership, joint venture, trust, employee benefit plan, or other profit or nonprofit enterprise, against any liability asserted against or incurred by such person in such capacity or arising from such person's status as such, whether or not the University Authority would have power to indemnify such person against such liability under the provisions of this Article VI.

Section 5. Legal Determinations. In the event of a change in the composition of a majority of the Board after the date of the alleged act or omission with respect to which indemnification is claimed, any determination as to indemnification and advancement of expenses with respect to any claim for indemnification made pursuant to Section 2 of this Article VI shall be made by special legal counsel agreed upon by the Board and the proposed indemnitee. If the Board and the proposed indemnitee are unable to agree upon such special legal counsel, the Board and the proposed indemnitee each shall select a nominee, and the nominees shall select such special legal counsel.

Section 6. Scope of Indemnification. The provisions of this Article VI shall be applicable to all actions, claims, suits, or proceedings commenced after the adoption hereof, whether arising from any action taken or failure to act before or after such adoption. No amendment, modification, or repeal of this Article VI shall diminish the rights provided hereby or diminish the right to indemnification with respect to any claim, issue, or matter in any then-pending or subsequent proceeding that is based in any material respect on any alleged action or failure to act prior to such amendment, modification, or repeal.

ARTICLE VII

General Provisions

Section 1. Annual Report. Within a reasonable period of time after the close of each fiscal year, the Chief Executive Officer, if one has been appointed by the Board, shall submit to the Board an annual report or separate reports which shall include such information that the Board deems necessary in order to carry out its fiduciary oversight responsibility.

Section 2. Conflict of Interest. Any Director, officer, employee, or committee member having an interest in a contract or other transaction presented to the Board or a committee thereof for authorization, approval, or ratification shall make a prompt, full, and frank disclosure of his or her interest to the Board or committee prior to its acting on such contract or transaction. The body to which such disclosure is made shall thereupon determine, by majority vote, whether the disclosure shows that a conflict of interest exists or can reasonably be construed to exist. If a conflict of interest exists, such person shall not vote on, nor use his or her personal influence on, nor participate (other than to present factual information or to respond to questions) in the discussions or deliberations with respect to, such contract or transaction. Such person may not be counted in determining the existence of a quorum at any meeting where the contract or transaction is under discussion or is being voted upon. The minutes of the meeting shall reflect the disclosure made, the vote thereon and, where applicable, the abstention from voting and participation, and whether a quorum was present. The foregoing shall not be

interpreted to mean that a Director must not comply with provisions of state laws and accepted ethical standards and guidelines for determining conflict of interest.

Section 3. Fiscal Year. The fiscal year of the University Authority shall be October 1 through September 30.

Section 4. Corporate Seal. The corporate seal shall have inscribed thereon the name of the University Authority and the words "CORPORATE SEAL" and "ALABAMA."

Section 5. Procedure. The Board, Board committees, management committees, and any other committees may adopt rules of procedure which shall not be inconsistent with these bylaws.

Section 6. Construction of Terms and Headings. Words used in these bylaws shall be read as the masculine or feminine gender and as the singular or plural, as the context requires. The captions or headings in these bylaws are for convenience only and are not intended to limit or define the scope or effect of any provision of these bylaws.

Section 7. Annual Audit. The Treasurer shall oversee the engagement by the University Authority of a firm or firms of certified public accountants to conduct an annual audit of the financial affairs of the University Authority in accordance with generally accepted accounting principles. The Board shall submit all audits required herein to the University of South Alabama as promptly as practicable after the end of each fiscal year of the University Authority.

ARTICLE VIII

Adoption of Bylaws; Amendment to Bylaws

The initial bylaws of the University Authority shall be adopted by the Board, and approved by the Trustees of the University of South Alabama. The power to alter, amend or repeal the bylaws or adopt new bylaws shall be vested in the Board; provided, that any amendment to the bylaws of the University Authority adopted by the Board shall not become effective until such amendment has been approved by a majority vote of a quorum of the Trustees of the University of South Alabama.

EXHIBIT C
DIRECTORS

EX OFFICIO MEMBERS:

Chair *pro tempore* of the Board of Trustees, University of South Alabama

President, University of South Alabama

Vice President for Finance and Administration, University of South Alabama

Vice President for Medical Affairs, University of South Alabama

Chief Executive Officer of USA Health, University of South Alabama

APPOINTED MEMBERS:

Name

Term

- | | |
|----------------------|-------------|
| 1. Vincent D. Walker | Six Years |
| 2. Mona Spencer | Six Years |
| 3. Chris Vinet | Six Years |
| 4. Jinni L. Frisbey | Three Years |
| 5. Bill Starling | Three Years |
| 6. Pamela Henderson | Three Years |